



Performance and Accountability Report

Fiscal Year 2004

Federal Law Enforcement Training Center



Homeland
Security



*Preserving Our Freedoms, Protecting America...
We Secure Our Homeland.*

Performance and Accountability Report

Federal Law Enforcement Training Center

FY 2004



Homeland Security

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Federal Law Enforcement Training Center



Headquarters Building
Federal Law Enforcement Training Center
Glynn County, Georgia

Message From The Director

*Federal Law Enforcement Training Center
U. S. Department of Homeland Security
1131 Chapel Crossing Road
Glynco, Georgia 31524*



**Homeland
Security**

In this era of increasing awareness and engagement in the Global War on Terrorism, the Federal Law Enforcement Training Center (FLETC) remains focused in providing the best training to Federal, state, local, and international law enforcement officers. In fulfilling its mission, the FLETC remains vigilant to the evolving threat of terrorism and shows flexibility in meeting the needs of the partner organizations. Every year, the FLETC staff diligently works to improve the training curricula to better prepare the law enforcement officers in carrying out their responsibility of maintaining the security and protecting the homeland.

Included in this edition of the Performance and Accountability Report are the FLETC's significant accomplishments of FY 2004. I am very pleased to report that approximately 45,000 law enforcement officers were trained at the FLETC in FY 2004. The U.S. Border Patrol relocated to Artesia, New Mexico and established its consolidated training facility in August 2004. The FLETC Cheltenham, Maryland site held its opening ceremony on September 20, 2004. The FLETC Charleston, South Carolina site now supports the training of the U.S. Coast Guard maritime and the United States Courts. Also, the FLETC has received various community and national awards, such as the Presidential Closing the Circle Award for environmental stewardship and the William H. Spurgeon Award for support provided to the Law Enforcement Exploring program. I am very proud of the number of noteworthy projects completed in FY 2004. The FLETC staff's professional competence and commitment to excellence have been the underlying impetus for these notable achievements.



While many important Federal law enforcement training milestones were completed in FY 2004, the FLETC has simultaneously made great strides operationally to improve the training curricula. The construction of the Counter Terrorism Operations Training Facility (CTOTF) clearly demonstrates the FLETC's resolve to provide a comprehensive law enforcement training venue. Some of the FLETC's partner organizations have already expressed their keen interests in the CTOTF. I am very optimistic that FLETC will be able to meet the high demand for counter terrorism training being requested by the law enforcement community.

The FLETC will face many challenges in the future. Maintaining and supporting the concept of consolidated law enforcement training to provide the best quality training at the lowest possible cost, providing support for other Department of Homeland Security initiatives when requested, and supporting the implementation of the new MAX^{HR} pay for performance system are just a few of the challenges ahead. Mindful of the tasks ahead, I am highly confident of the FLETC staff's continued commitment to provide the highest standards of performance to all our customers.




Connie L. Patrick

Connie L. Patrick
Director
Federal Law Enforcement Training Center



Aerial view of the
Federal Law Enforcement Training Center
Glynn, Georgia

Executive Summary



This report marks the ninth consecutive year that the FLETC has prepared a Performance and Accountability Report.

The report includes messages from the FLETC's Director and Chief Financial Officer, as well as sections on Management Discussion and Analysis, Strategic Plan and Performance, Federal Managers' Financial Integrity Act Summary, Accountant's Compilation Report, Financial Statements, Notes to the Financial Statements, Custodial Financial Statements, and Supplemental Information. The Management Discussion and Analysis section addresses the FLETC's organizational structure, history, workload, FY 2004 highlights, and Future Effects on Existing, Currently Known Demands, Risks, Uncertainties, Events, Conditions and Trends.

A copy of the FLETC's FY 2004 Performance and Accountability Report is available for public review and downloading at the FLETC's Web Page: <http://www.fletc.gov/contents/>.



United States Capitol Building
Washington, DC
(Photograph taken during filming of a video production for FLETC, Cheltenham Operations)

U.S. Department of Homeland Security
Federal Law Enforcement Training Center



Homeland Security

Part 1 Management Discussion and Analysis

Fiscal Year 2004

Management Discussion and Analysis

Introduction

The Federal Law Enforcement Training Center (FLETC) is an agency within the Border and Transportation Security Directorate of the U.S. Department of Homeland Security (DHS). The FLETC is the leader in career-long law enforcement training preparing law enforcement professionals to fulfill their responsibilities safely and proficiently, and ensuring that training is accomplished in the most cost-effective manner. The FLETC is an interagency organization that provides law enforcement training to the majority of Federal law enforcement officers, while also training State, local, private sector security, and international law enforcement officers. The number of agencies attending training and the number of students trained have steadily increased over the FLETC's 34-year history.

Overall policies and participation of the FLETC are governed by a Memorandum of Understanding which is signed by the agencies participating in training. An Interagency Board of Directors, chaired by the DHS Under Secretary for Border and Transportation Security, sets policies on training matters. There are eight members of the Board, five voting and three non-voting members.

The voting members are:

- Department of Homeland Security
- Department of Justice
- Department of Interior
- General Services Administration
- Term Representative (currently vacant)

The non-voting members are:

- Office of Management and Budget
- Office of Personnel Management
- U.S. Capitol Police

To accomplish our mission, the following strategic goals guide our priorities and actions:

- Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.
- Significantly expand access to and availability of quality law enforcement training.
- Create a new organizational culture through law enforcement training based on tradition and history.
- Implement best management practices.



History

Prior to the establishment of the FLETC in 1970, the quality of training received by Federal law enforcement officers varied greatly among federal agencies. Standardized training was an unexplored concept, and inadequate facilities and redundancy were prevalent as each agency independently trained its own officers. Studies conducted in the late 1960s revealed an urgent need for high-quality, cost-effective training by a cadre of professional instructors using modern training facilities and standardized course content. The U.S. Congress responded by authorizing funds for planning and constructing the Consolidated Federal Law Enforcement Training Center (CFLETC), later named the FLETC.

After beginning operations in Washington, DC, the FLETC headquarters was relocated to Glynco, Georgia in 1975. Located on the southeast Georgia coast, the Glynco training center has classroom buildings, dining and residence halls, and state-of-the-art facilities for firearms, physical, driver, marine, and computer-based training activities. A similar, but smaller training center is located in Artesia, New Mexico. The Artesia site, which opened in late 1989, accommodates training principally for the Bureau of Indian Affairs and other law enforcement personnel located in the western United States, and more recently, hosts the new U.S. Border Patrol Academy consolidated from various U.S. Border Patrol training sites, including the training center in Charleston, South Carolina that was established in FY 1991. In May 2001, the former Naval Communications Detachment facility in Cheltenham, Maryland, was transferred to the FLETC for conversion into a firearms and vehicle training facility that will be used principally for in-service and re-qualification for Federal law enforcement officers and agents in the metropolitan Washington, DC area. In February 2003, Public Law 108-7 established Charleston as a permanent training facility within DHS to be operated under the direction of the FLETC.

Originally, only a handful of agencies trained at the FLETC. Today, the FLETC serves as an interagency law enforcement training organization for more than 81 Federal agencies. A majority of the partner organizations have transferred portions or all of their law enforcement training operations to one of the FLETC's residential sites. These training offices and academies coordinate the training activities of their personnel and conduct advanced and agency-specific training programs. Additionally, other Federal, State and local organizations, along with international law enforcement officials, train at the FLETC on a space-available basis. The growth in the number of agencies that train at the FLETC clearly substantiates the success and resiliency of the consolidated training concept, as well as the quality and cost effectiveness of the training provided.



Management Discussion and Analysis

Organization

The FLETC is organized into six directorates lead by the Director, the Deputy Director who is responsible for five Directorates each managed by an Assistant Director, and a Senior Associate Director for Washington Operations who is also responsible for the Chief Financial Officer (CFO) directorate. The following describes the elements in the Table of Organization:

Office of the Director: The Office of the Director administers the activities of the FLETC and is responsible for accomplishing its mission. The Director provides overall direction for the operation of the FLETC's programs with the objective of ensuring effective, efficient and economical administration. The Director develops, manages and directs the FLETC's programs. Staffs attached to this office include the Office of the Deputy Director, Senior Associate Director for Washington Operations, Chief of Staff, Equal Employment Opportunity, Office of Chief Counsel, Public Affairs, and the Inspection and Compliance Division. These personnel assist the Director in accomplishing the mission of the FLETC by providing coordination, public affairs, and other activities.

Senior Associate Director for Washington Operations: Serving as the Director's surrogate in Washington, DC, the Senior Associate Director provides legislative support and DHS and OMB coordination. The CFO Directorate reports to the Senior Associate Director for Washington Operations.

- **Chief Financial Officer Directorate:** The CFO plans and directs the activities related to the FLETC's budget, financial systems and strategic plans. This office administers the integration of planning and performance measurement activities with budget formulation and execution. This office ensures the integrity of financial records and performs periodic reporting of financial activities. The CFO Directorate consists of three subordinate divisions:
 - **Budget Division:** This division prepared the FLETC budget submission for DHS, OMB, and Congressional levels, executes the fiscal year appropriation for the bureau, and develops cost for training programs.
 - **Finance Division:** This division directs the financial management system including all accounting and reporting of financial activities, administers the core financial management software, and provides accounting services involving accounts payable, accounts receivable, payroll, and travel.
 - **Strategic Planning and Analysis Division:** This division develops the FLETC Strategic Plan and researches, develops, recommends, documents policies, procedures, and conducts management analysis, and reports performance goals and measurements.

Office of the Deputy Director: The Deputy Director assists the Director and acts, in his/her behalf during absence, in administering the activities of the FLETC. The Deputy Director provides the day-to-day overall direction of the five subordinate directorates for the operation of the FLETC's programs. Staffs attached to this office include the Security and Emergency Management Program Manager and the Special Investigations and Security Division.



- **Training Directorate:** Consisting of two major subordinate offices, the Offices of Training Applications and Training Operations, this office administers all law enforcement training activities at the FLETC headquarters.
 - **Office of Training Applications:** This office directs faculty and staff and manages programs in support of basic, advanced and specialized law enforcement training. There are five faculty elements within the Office of Training Applications.
 - **Behavioral Science Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to the area of interpersonal relations including interviewing, handling crisis situations, professional ethics, conduct, sexual harassment, cultural sensitivity, and oral and written communications.
 - **Physical Techniques Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to trauma management and cardiopulmonary resuscitation, self defense, arrest techniques, physical fitness, safety and water survival. This division is also responsible for special use equipment and facilities assigned to the specific training area.
 - **Legal Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to the U.S. Constitution, applicable case law, statutory provisions, criminal law and evidence procedures.
 - **Firearms Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to the specialized and technical nature of law enforcement armament and weaponry. This division is also responsible for the special use equipment and facilities assigned, including the armory, which provides FLETC-wide armament and weaponry security, repair, and maintenance services.
 - **Law Enforcement Leadership Institute:** This division plans, develops, and presents formal training courses and practical exercise applications related to managing and supervising law enforcement operations.
 - **Office of Training Operations:** This office directs faculty and staff and manages programs in support of basic, advanced and specialized law enforcement training. There are five faculty elements within the Office of Training Operations. Also, this office administers the FLETC Accreditation program.
 - **Enforcement Operations Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to various law enforcement operational procedures ranging from undercover and surveillance activities to the execution of search warrants. This division also provides the overall coordination for practical exercises.

Management Discussion and Analysis

- **Forensics and Investigative Technologies Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to various criminalistic skills and knowledge including laboratory and crime scene activities.
- **Computer and Financial Investigations Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to the investigation of white collar crime violations, computer fraud, and microcomputer applications in law enforcement. This division is also responsible for the special use equipment and facilities assigned to this specific training area.
- **Driver and Marine Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to the specialized nature and use of vehicles and vessels, including search techniques and operational procedures in a law enforcement environment. This division is also responsible for the special use equipment and facilities assigned to these specific training areas.
- **Counter Terrorism Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to anti-terrorism, counter-terrorism, and physical security.
- **FLETC Accreditation:** This office coordinates activities related to the accreditation of the FLETC training programs.
- **Training Innovation and Management Directorate:** Consisting of two major subordinate offices, the Office of Training Management and the Office of Training Support, this directorate provides consistent allocation, management and coordination of training programs, promotes the innovative enterprise-wide development and application of training technology, and facilitates the integration of training activities with emerging technologies. Also, the directorate administers the FLETA Office of Accreditation and serves as a liaison with our partner organizations and the FLETA Board.
 - **Office of Training Management:** This office provides oversight to three divisions.
 - **Training Innovation Division:** This division identifies, researches, and evaluates emerging technology for application in law enforcement training.
 - **Training Management and Coordination Division:** This division provides administrative and logistical assistance, including the coordination of advanced training activities and support; serving as the repository for lesson plans, syllabi, class reports, and student performance records; developing optimal scheduling plans to meet training requirements; and developing both long and short range plans for training operations, including scheduling of training activities and facilities.



- **Office of Training Support:** This office provides services and materials that most directly relate to the training mission. It consists of the following three divisions:
 - **Research and Evaluation Division:** This division provides institutional research, consultation services, student evaluation and testing, and program validation studies.
 - **Media Support Division:** This division provides a full range of media and graphic arts services for all basic and advanced training activities including visual/media production, library services, and printing/reproduction.
 - **Student Services Division:** This division provides physical therapy, student recreation, and contractual support for health services, lodging, meals, student records maintenance, and other contractual services.
- **Field Training Directorate:** This office provides oversight of the non-federal and non-headquarters functions, including State, local and international law enforcement training activities, and management of the FLETC's field training sites in New Mexico, Maryland, and South Carolina.
 - **Office of Artesia Operations:** This office administers the delivery of law enforcement training programs in Artesia, New Mexico, hosts the U.S. Border Patrol Academy, and manages all logistical and support activities for Artesia, including various contractual services for lodging, food, base maintenance and other support services.
 - **Office of Cheltenham Operations:** This office administers the delivery of law enforcement training programs in Cheltenham, Maryland and manages all logistical and support activities for its operation.
 - **Office of Charleston Operations:** This office administers the delivery of law enforcement training programs in Charleston, South Carolina.
 - **Office of International Training:** This office provides oversight for the administration and delivery of international training programs.
 - **International Programs Division:** This division plans, develops, and presents formal training courses and practical exercise applications related to international law enforcement training.



Management Discussion and Analysis

- **International Law Enforcement Academy (ILEA) Gaborone, Botswana, Africa:** This division provides management direction for the Botswana ILEA.
- **International Law Enforcement Academy (ILEA) Latin America:** This division provides management direction for the Latin America ILEA.
- **Office of State and Local Law Enforcement Training:** This office presents specialized program offerings that enhance networking and cooperation between Federal, State, and local law enforcement agencies. These programs vary in length from three days to four weeks and have an average class size of 25 students. Additionally, technical assistance is provided to State and local law enforcement agencies' training initiatives.
- **Administration Directorate:** This office plans, directs and coordinates the FLETC's administrative programs and objectives. It formulates policies and courses of action for programs, which include staffing requirements, administrative services, human resources, procurement, property management, facilities management, and environmental and safety program management. The directorate directly supervises the Human Resources Division and also administers the Critical Incident and Stress Management program. In addition to the Human Capital Planning Program Officer, the two major offices within the directorate consist of the Assets Management and Facilities Management.
 - **Human Resources Division:** This division develops and administers the personnel policies and programs at the FLETC and also conducts workforce and organizational assessments, workforce structuring and planning, studies and analysis, external marketing and diversity programs, and employee development programs.
 - **Office of Assets Management:** This office provides managerial oversight to two divisions for the acquisition, management, and disposal of assets.
 - **Procurement Division:** This division develops and administers the procurement and contracting program at the FLETC.
 - **Property Management Division:** This division plans and directs the overall property management program including real property and non-expendable personal property at the FLETC.
 - **Office of Facilities Management:** The office is responsible for the total life impact of costs and risk exposures, as well as regulatory compliance, associated with the reliability, availability, maintainability, performance, and longevity of physical assets.
 - **Facilities Management Division:** This division develops and administers the facilities management program, including maintenance, alterations, emergency service, repairs and preventive maintenance for all buildings, grounds and equipment. It also coordinates all



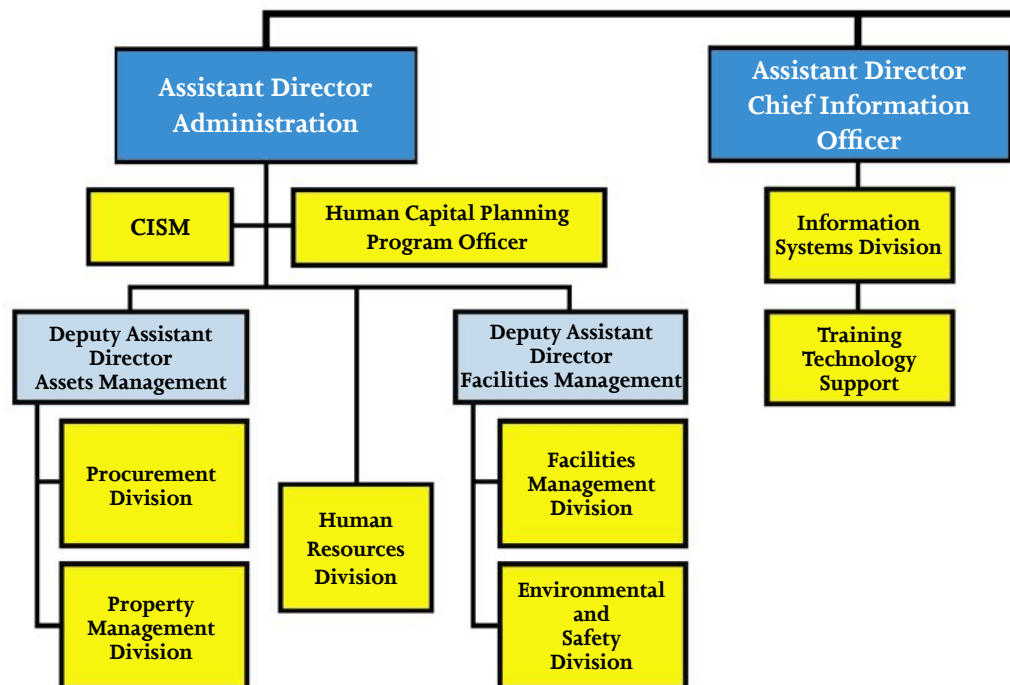
*Federal Law Enforcement Training Center, Charleston Operations
Charleston, SC*

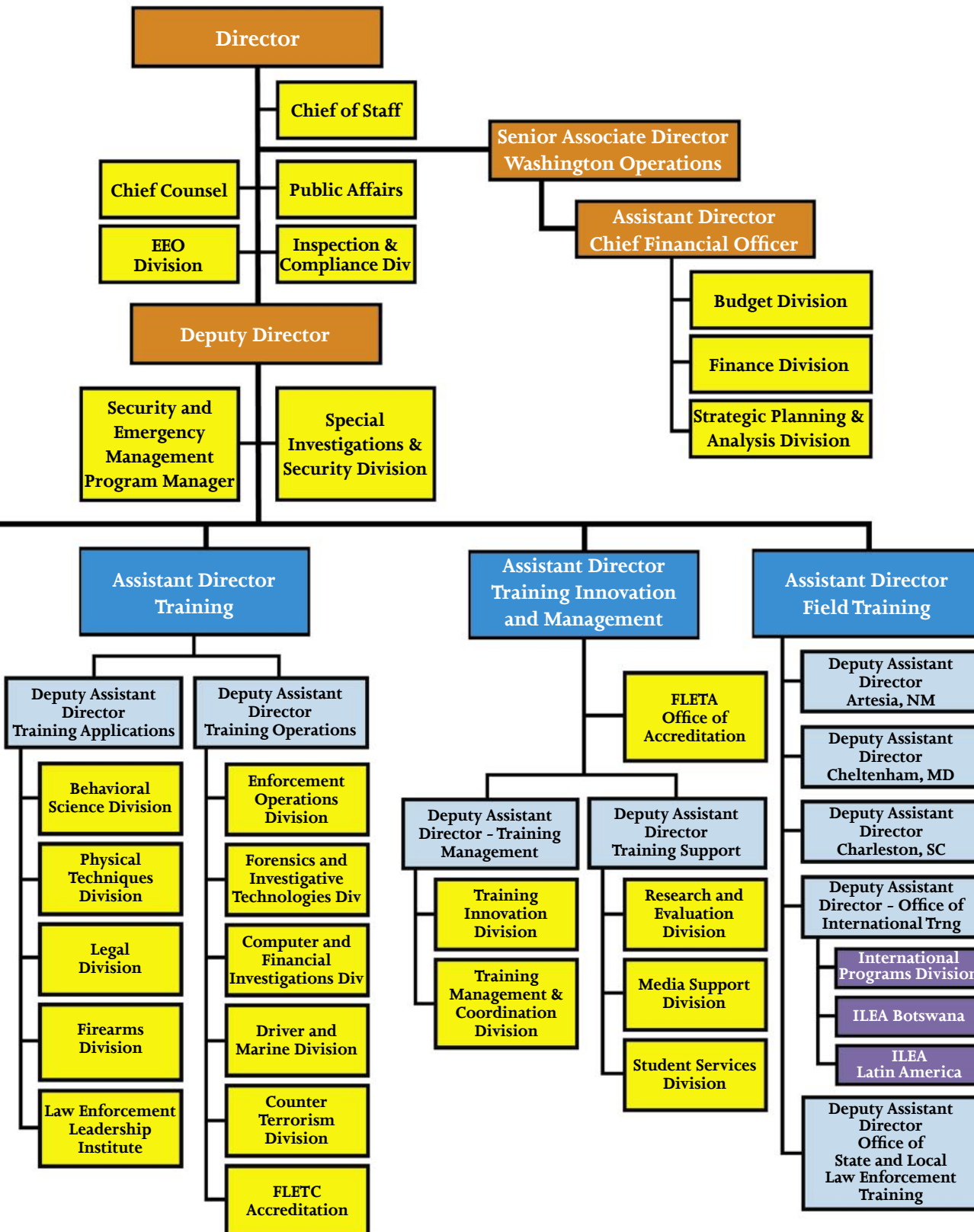
in-house, GSA or contract construction/alteration operations, and provides professional engineering consulting services and assistance.

- **Environmental and Safety Division:** This division administers the environmental and safety program for the agency and ensures compliance with the applicable environmental laws and regulations.
- **Chief Information Officer Directorate:** This office supports FLETC's initiative for expanding electronic government, coordinates the overall information technology (IT) planning function, facilitates better coordination of IT expenditures and activities, and ensures the compatibility of IT equipment and service acquisitions.
 - **Information Systems Division:** This division plans, organizes and coordinates computer, telecommunication, audiovisual, and electronics information management systems to better employ technology throughout the FLETC.

Management Discussion and Analysis

U. S. Department of Homeland Security Federal Law Enforcement Training Center Organizational Chart

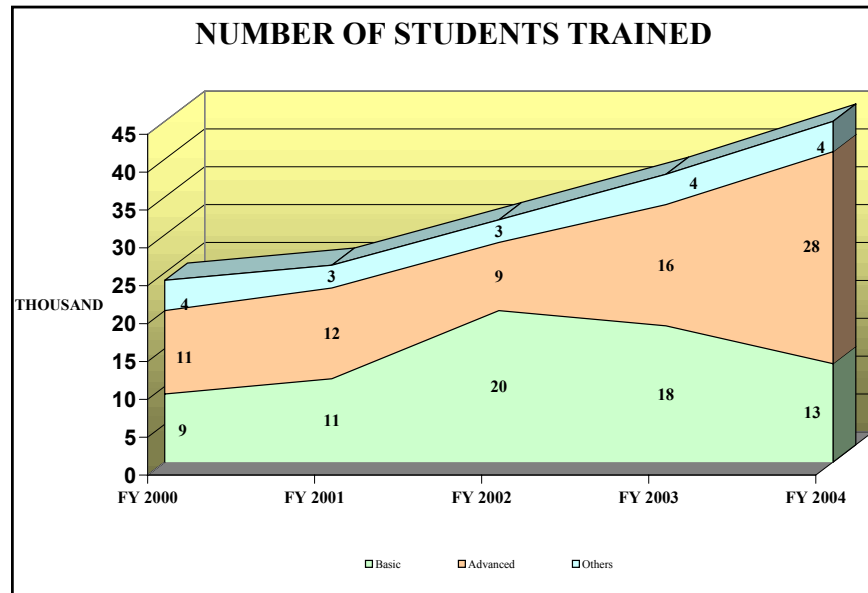




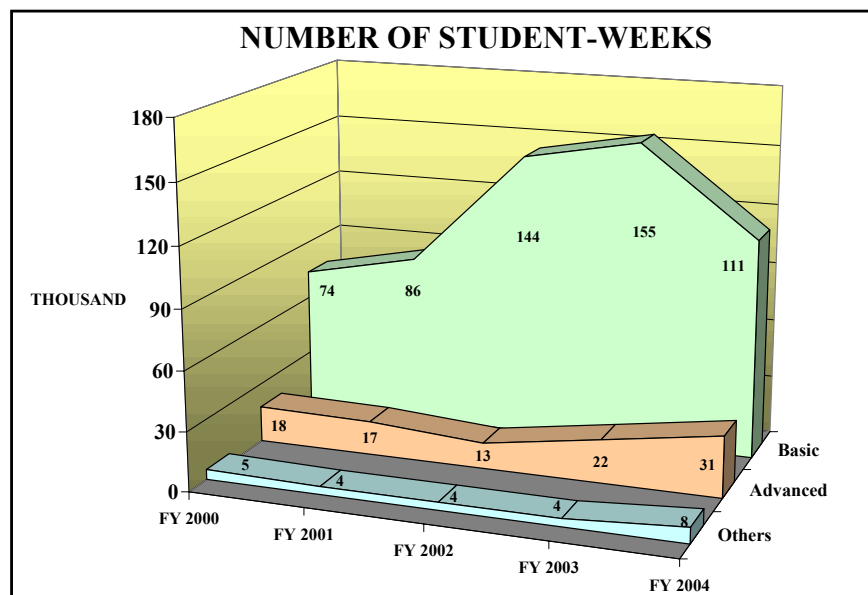
Management Discussion and Analysis

Workload Statistics

Number of Students Trained FY 2000 – FY 2004



Number of Student-Weeks of Training FY 2000 – FY 2004



The number of students trained and student-weeks of training have grown tremendously over the past five years. The number of students and number of student-weeks have increased by 88% and 55% respectively, since FY 2000, with the biggest jump attributed to the post-9/11 training requirements for additional Federal law enforcement officers.



Training Conducted by Site and Category – FY 2004

CATEGORY	STUDENTS	STUDENT-WEEKS	ARSP*	PERCENT OF TOTAL STUDENT-WEEKS
GLYNCO:				
Basic	11,272	85,567	1,646	57.0
Advanced	10,436	17,410	335	11.6
State & Local	544	862	17	0.6
International	38	60	1	0.0
Subtotal	22,290	103,899	1,999	69.2
ARTESIA:				
Basic	1,149	10,815	208	7.2
Advanced	5,358	7,666	147	5.1
State & Local	22	22	0	0.0
Subtotal	6,529	18,502	355	12.3
CHARLESTON:				
Basic	895	14,896	286	9.9
Subtotal	895	14,896	286	9.9
CHELLENHAM:				
Basic	0	0	0	0.0
Advanced	10,499	5,021	97	3.3
State & Local	1	2	0	0
Subtotal	10,500	5,023	97	3.3
EXPORT:				
Basic	0	0	0	0.0
Advanced	1,260	1,248	24	0.8
State & Local	2,318	2,027	39	1.4
International	989	4,554	88	3.1
Subtotal:	4,567	7,829	151	5.3
RECAP:				
Basic	13,316	111,278	2,140	74.1
Advanced	27,553	31,345	603	20.8
State & Local	2,885	2,913	56	2.0
International	1,027	4,614	89	3.1
GRAND TOTAL	44,781	150,150	2,888	100.0

*ARSP = Average Resident Student Population

The FLETC provided 150,150 student-weeks of training to 44,781 law enforcement agents and officers in FY 2004. Of the total student-weeks, 74% and 21% were attributed to the basic and advanced training programs respectively.

Management Discussion and Analysis

FY 2004 HIGHLIGHTS

The following notable FY 2004 accomplishments demonstrate our commitment to fulfill our mission and to support the needs of our Partner Organizations.

- **Counter Terrorism Operations Training Facility (CTOTF).** The FLETC initiated the design, development, and construction of a CTOTF at Glynco, GA. Upon completion, the CTOTF will consist of a secured, 120-acre infrastructure of city blocks, neighborhoods, schools, a federal building, an embassy, roadways, public transportation and tactical facilities, a bridge, and other related features, dedicated to providing realistic, counter terrorism training venues. The CTOTF will replicate both domestic and foreign settings and will comprise four different environments, urban, suburban, inter-modal and international training areas.
- **Manned Portable Air Defense Systems (MANPADS).** The FLETC Counterterrorism Division developed a MANPADS basic training course to address a growing domestic concern regarding shoulder-fired missiles. Since the initial program delivery in January 2004, over 5,000 basic law enforcement students have been trained in MANPADS recognition, response and overall awareness. The FLETC collaborated with the U.S. Missile and Space Command to acquire exemplars and other related training aids to better train the students in MANPADS devices recognition.
- **Land Transportation Antiterrorism Training Program (LTATP) and Critical Infrastructure Antiterrorism Training Program (CIATP).** The FLETC Counterterrorism Division conducted seven LTATPs and three CIATPs in FY 2004. Designed to protect the land transportation infrastructure, the one-week LTATP emphasizes antiterrorism planning and prevention. Similarly, the one-week CIATP is designed for individuals responsible for the protection of both physical infrastructure and cyber-based systems and key assets essential to the national security and their organizations.
- **Legal Web-Based Practice Test Project.** To assist the students in test preparation and subject matter retention, the FLETC Legal Division developed a web-based practice test project on all critical legal courses. Since its implementation in December 2003, the website has received over 8,000 usages. The project has resulted in students achieving higher test scores on all legal course examinations.
- **Use of Force Training Programs.** The FLETC implemented innovative Basic and Advanced Use of Force training programs. Developed to enable the students to function reasonably and legally when faced with a myriad of Use of Force scenarios, the Use of Force curriculum is an integrated part of all basic law enforcement training programs at the FLETC. The Advanced Use of Force training programs consist of the Use of Force Instructor, Manager, and User Training Programs. The students learn via hands-on participation and demonstration in diverse areas such as legal aspects, mental preparedness, Use of Force applications, response tactics, documentation, written analysis, court testimony, use of the expert witness, and training development.



- **Cultural Norms and Diversity Curriculum Development.** The FLETC Behavioral Science Division (BSD) and the Legal Division (LGD) supported the DHS Office of Civil Rights and Civil Liberties (OCRCL) in producing a multi-faceted training approach designed to increase sensitivity and understanding in protecting the human and constitutional rights of all citizens. The BSD held seminars on diversity and respect for religious practices, particularly in the Arab and Muslim communities. The LGD oversaw the development of additional legal training on the Department of Justice policy on racial profiling that became the standard for all DHS agencies. Jointly, BSD and LGD developed a DHS wide Web-based training program as a part of “Civil Liberties University” and also consulted with OCRCL on curriculum development in this critical area of social and political concern.
- **Intelligence Awareness Training.** The FLETC Office of State and Local Law Enforcement Training entered into a four-year, \$3 million Memorandum of Understanding with the DHS Office of State and Local Government Coordination and Preparedness (SLGCP) to analyze state and local intelligence training needs and to design, develop, deliver and evaluate intelligence training courses for federal, state and local law enforcement officials and other personnel identified by the SLGCP. The agreement specifies the development of three distinct training programs targeting line officers and supervisors, executive level officials, and intelligence analysts in the state and local law enforcement community. The first level program for officers and supervisors was developed and piloted in FY 2004.
- **Training of U.S. Army Third Infantry Division Military Personnel.** In April 2004, the FLETC provided training and logistical support for approximately 85 U.S. Army military personnel stationed at Fort Stewart, Georgia, in preparation for redeployment to Iraq. The primary training objective was to allow seasoned soldiers to pass on their knowledge and experience to new unit members who were deploying initially to Iraq regarding improvised explosive devices, suicide bombers, use of force, firearms, personnel security operations, and crowd control. The FLETC Counterterrorism Division, the Firearms Division, and the Enforcement Techniques Division worked closely with the unit’s leaders to ensure that their training goals and objectives were achieved. The training results were so successful that other Third Infantry Division units have requested the same training support from the FLETC prior to their deployments to Iraq.
- **The Presidential Closing the Circle Award.** In July 2004, the FLETC received the prestigious 2004 Presidential Closing the Circle award for environment stewardship. The FLETC was recognized in the Waste/Pollution Prevention category for its leadership in driving the development, procurement and implementation of Reduced Hazard Ammunition (RHA) or “green” ammunition for use in firearms training programs. The use of non-lead RHA greatly reduces the health and environmental risks associated with the use of traditional lead ammunition in training. Also, the FLETC received the first annual DHS Environmental Achievement Award for this initiative.
- **Support of Major National and International Events.** During FY 2004, the FLETC Forensics and Investigative Technologies Division, Driver and Marine Division, and the Counterterrorism

Management Discussion and Analysis

Division provided training support of Federal, State and local agencies with key security roles for the G8 Summit held at Sea Island, GA, the Democratic National Convention at Boston, MA, the Republican National Convention at New York City, NY, and the Free Trade Area of Americas Conference at Miami, FL.

- **Cheltenham, MD Dedication.** The FLETC Cheltenham held its dedication and grand opening on September 20, 2004 attended by over 300 Federal, State and local government dignitaries and law enforcement personnel and Congressional representatives. During 2004, the Office of Cheltenham Operations continued the construction of state-of-the-art training facilities, as well as hiring of staff instructors and start-up of the firearms re-qualification and training mission requirements.
- **Charleston, SC Site Training.** The FLETC executed Memorandums of Understanding with the U.S. Coast Guard and the Administrative Office of the U.S. Courts to conduct training in Charleston, SC.
- **U.S. Border Patrol Training Relocation to Artesia, NM.** On August 19, 2004, the DHS Border and Transportation Security directorate announced the consolidation of the U.S. Border Patrol training from several locations, including Glynco, GA and Charleston, SC, to Artesia, NM. The FLETC supported the relocation and establishment of a new U.S. Border Patrol Academy. The New Mexico location provides an environment similar to the Southwest border where many U.S. Border Patrol agents are initially assigned due to the vast amount of illegal immigration and drug smuggling.
- **Federal Flight Deck Officer (FFDO) Training.** The FFDO training completed its first year of successful training since its relocation to Artesia, NM, in September 2003. The training program continues to grow and receive rave reviews from both the Transportation Security Administration management and the FFDO students.
- **International Law Enforcement Academy (ILEA) Latin America.** After a pre-site visit of the ILEA Latin America in Quito, Ecuador, the FLETC staff conducted the Regional Training Needs Assessment Conference in November 2003 that was attended by 23 law enforcement organizations from 18 Caribbean, Central American, and South American nations.
- **Training Innovation and Management (TIM) Directorate.** In March 2004, the FLETC formed the TIM directorate and realigned the Office of Training Support and its constituent divisions (Media Support, Research and Evaluation, and Student Services), the Office of Training Management with the Training Management and Coordination Division, and the FLETC Accreditation Program under the directorate. The TIM Training Innovation Division was created



Procedural Training
FLETC, Artesia, New Mexico



principally to support the Center's efforts in training technology, the acquisition and production of cutting edge conventional and non-conventional training products, including distributed learning, simulators, web-based training, and computer-based training.

- **Curriculum Review Conferences (CRCs).**

The FLETC Training Management and Coordination Division held CRCs for the U.S. Border Patrol Integrated Training (USBPI), the Natural Resources Police Training (NRPT), and the National Park Ranger Integrated Training (NPRI) programs during FY 2004. Both the FLETC training divisions and partner organizations recommended numerous curriculum and model schedule changes to the programs. As a result, the National Park Service will now participate in the NRPT beginning in FY 2005 due to the dissolution of the NPRI program.



Training on Driving Simulator

- **Training Simulation Technology.** In FY 2004, the FLETC signed a Memorandum of Agreement (MOA) with the Naval Air Warfare Center Training Systems Division, a U.S. Navy agency that hosts various military, educational, and industrial entities pursuing developments in training simulation technology. The MOA allows the exchange of information and technology. The FLETC will use its various training facilities as a test bed for future training projects and will work with various Federal components to develop materials to meet future training needs.
- **Practical Exercise Assessment System (PEAS) Deployment.** The FLETC deployed the PEAS at Glynnco, GA and Artesia, NM, during FY 2004. Commonly referred to as the "Prowler", the PEAS consists of handheld personal digital assistants, called Prowler Field Units, designed to improve the consistency and portability of evaluating students during practical exercises. PEAS provide centralized storage of scenario documentation and student evaluations that the instructors conveniently access to conduct field evaluations.
- **On-line Survey Software.** The FLETC implemented survey software designed primarily for conducting online Level III evaluation, the Continuous Validation Process survey. Graduates and their supervisors may now provide feedback about their respective FLETC training programs by completing a program-tailored survey on line. In many cases, the invitation to complete the survey can be mailed electronically to the intended respondent, thereby eliminating the need for postal mailings and facilitating the administration of a greater number of surveys. The software is also used for other types of surveys, including needs analyses, customer satisfaction, and employee satisfaction.

Management Discussion and Analysis

- **Facility Construction and Renovation Projects.** The FLETC continues to improve its training facilities. At Glynco, GA, the Multi-Activity Center, with its modern office and classroom spaces for the Firearms Division, was completed. Also, the construction of an indoor 121-point firing range and renovation of the Indoor Firearms Ranges and the Administrative Building were completed. At Cheltenham, MD, construction of the new firearms range complex, visitor's center, and vehicle maintenance building, as well as the renovation of several buildings, were completed.
- **Information Technology (IT) Initiatives.** The FLETC strongly supported the DHS One Network – One Infrastructure vision. The FLETC staff participated in multiple oversight and working groups formed to enhance information sharing throughout DHS. Through the use of an IT portfolio system aligned to the FLETC and DHS missions, strategies, and objectives, the FLETC IT staff coordinated the comprehensive requirements, analysis, and acquisition of IT products and services for the FLETC enterprise system. Also, the FLETC vastly improved its IT Help Desk management, performance, and customer service. Customer trouble calls are now resolved within 30 minutes, 80% of the time.
- **President's Management Agenda (PMA).** The FLETC continued to progress in implementing the six PMA initiatives, including the Real Property Management that was added in FY 2004. The FLETC earned progress scores of Green in all six areas, reflecting the FLETC's progress toward achieving an overall Green rating in the PMA initiatives.
- **Pay.Gov Implementation for the FLETC Distributed Learning Program (DLP).** The FLETC implemented the Department of Treasury Pay.Gov payment system to process on-line credit card purchases for DLP subscriptions. The Pay.Gov servicing bank collects the funds promptly and automatically deposits the payment to the FLETC account. The real time activity reports in the Pay.Gov website enhance the monitoring and reconciliation of DLP subscription purchases.

Mock Port of Entry
Customs and Border Protection
Glynco, Georgia





FUTURE EFFECTS ON EXISTING, CURRENTLY KNOWN DEMANDS, RISKS, UNCERTAINTIES, EVENTS, CONDITIONS, AND TRENDS

The following chart summarizes the projections for law enforcement training for the next two years:

	FY2005		FY2006	
Glynco, Chasn, Artesia, Export	Students	Student-Weeks	Students	Student-Weeks
Basic	15,722	122,154	22,491	170,280
Advanced	18,805	26,390	13,529	19,296
State, Local, Int'l & Export	6,917	6,092	6,215	8,366
Subtotal	41,444	154,636	42,235	197,942
Cheltenham Advanced*				
FLETC	12,279	2,681	12,729	2,779
USCP	1,680	1,805	2,000	2,149
Subtotal	13,959	4,486	14,729	4,928
Grand Total, All Sites	55,403	159,122	56,964	202,870

* Cheltenham #'s assume 40% utilization of capacity

Throughout its history, the FLETC has experienced difficulty recruiting and retaining law enforcement instructors with extensive Federal Criminal Investigator (GS-1811) experience. The enactment of legislation in the FY 2002 Emergency Appropriations bill that granted the FLETC a salary offset waiver authority for up to 250 rehired annuitants for a five-year period improved the FLETC's hiring flexibility. Retaining this authority will ensure that the best training is provided to the highly motivated Federal, State and local law enforcement agents and officers who are relied upon to enforce the Nation's laws and protect the U.S. from terrorism.

Also, the FLETC will continue to assess its training facilities and infrastructure to provide the most cost-effective law enforcement training to its partner organizations and other customers. The FLETC will continuously update its Facilities Master Plan and aggressively seek funding for the construction or renovations of buildings and facilities. The relocation of the U.S. Border Patrol Academy to Artesia, NM, exemplified the FLETC's ongoing effort to fully and efficiently utilize all training site capacities.

To take advantage of the emerging technologies in training, the newly established Training Innovations Division in the Training Innovation and Management Directorate will intensify the FLETC's diligence to promote the development and the practical application of training simulators and modeling.



Federal Law Enforcement Training Center, Cheltenham Operations
Cheltenham, MD

U.S. Department of Homeland Security
Federal Law Enforcement Training Center



Homeland Security

Part II

Strategic Plan and Performance

Fiscal Year 2004

Strategic Plan and Performance

FLETC Strategic Plan

Vision

We are committed to the role of the Government's foremost law enforcement training organization.

Mission

We are the leader in career-long law enforcement training. We prepare law enforcement professionals to fulfill their responsibilities safely and proficiently, ensuring that training is accomplished in the most cost-effective manner.

Values

Our values are the foundation upon which we accomplish our mission.

Respect: We treat each other and those we serve with fairness, dignity, and compassion. We value differences in people and ideas. We are committed to the well-being of our employees and to providing opportunities for individual growth and development.

Integrity: We adhere to the highest standards of ethical behavior.

Service: We seek to provide the highest levels of service to our Partner Organizations. We are effective and responsible stewards of the taxpayers' dollars.

Teamwork: We recognize the achievement of our vision is dependent on both individual effort and teamwork, and supportive partnerships and collaboration across the FLETC.

Leadership: We are guided by the ethics of leadership and service that recognize the importance of identifying, articulating, and responding to the interests and needs of the FLETC's diverse constituencies.

Strategic Goals

Based upon this foundation, we have erected four pillars to enable us to achieve our vision and accomplish our mission.

1. We will provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively, and professionally.
2. We will significantly expand access to and availability of quality law enforcement training.
3. We will create a new organizational culture through law enforcement training based on tradition and history.
4. We will implement best management practices.



Marine Pursuit/Intercept
FLETC, Glynnco, Georgia



Performance Goals and Results

The Performance Report provides a summary discussion of FLETC's four strategic goals and reports on the main measures by defining the program objectives, FY 2004 target and actual performance, and providing a clear picture of how the FLETC is working towards accomplishing its mission. We recognize that performance information is vital to making resource allocation decisions and is an integral part of the budget.

Performance measurement is an iterative process. We strive to present the highest-level outcome-oriented measures available. Measures are refined each year. Overall, changes in performance measurement fall into three categories: 1) the measure has been modified slightly as better data have become available; 2) the measure is new to the report; and 3) the title has been modified for clarity; however, the reported data remains unchanged.

Throughout FY 2004, we continually improved our measures by establishing long-term performance goals and measures with aggressive targets. We aligned the performance measures to the following five budget programs to best reflect the FY 2004 results:

1. Federal Law Enforcement Training.
2. State and Local Law Enforcement Training.
3. International Law Enforcement Training.
4. Accreditation.
5. Construction and Improvement.

The following charts show the main outcome measure for each program and the supporting measures that reflect the results related to our strategic plan. Also, the charts show how our strategic plan aligns to and supports the DHS strategic plan. Many of the measures are either new or modified in FY 2004 from prior fiscal year measures.

Strategic Plan and Performance

FLETC -- Federal Law Enforcement Training Program				
Performance Goal:				
Deploy federal law enforcement agents and officers with the knowledge and skills to effectively enforce laws and regulations, protect the Nation and interact with the public in ways that demonstrate respect for individuals and civil liberties.				
FLETC Strategic Goal One: Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.				
DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection				
DHS Objectives: 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4, 3.6, 3.7				
Performance Measure: Main				
Percentage of Federal supervisors that rate their FLETC basic training graduate's preparedness as good or excellent.				
Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	N/A	Baseline	73.4%	Met
Description: This performance measure is an indicator of the degree of preparedness based on the supervisor's feedback. This measure reflects the percentage of federal supervisors of FLETC basic training graduates who, after eight to twelve months of observation, indicate their law enforcement officers or agents are highly prepared to perform their entry-level duties and responsibilities. FLETC ensures 100% of basic training graduates are adequately prepared to perform their new duties, determined through extensive testing and practical exercise examinations.				
Explanation of FY 2004 Results: We collaborate with our Partner Organizations to assess, validate and improve each program as they are constantly evolving and being refined in response to emerging issues such as changes in the laws, mission emphasis, and Partner Organization's requirements. All training is continually evaluated via the FLETC's state-of-the-art automated testing and evaluations systems. Formal summary evaluations are conducted during Curriculum Review Conferences (CRCs) and Curriculum Development Conferences (CDCs).				
Verification and Validation:				
Scope (Range) of Data This measure reflects the percentage of federal supervisors of FLETC basic training graduates who, after eight to twelve months of observation, indicate their law enforcement officers or agents are highly prepared to perform their entry-level duties and responsibilities. The percentage is calculated as the number of federal supervisors that rate their FLETC basic training graduate's preparedness as good or excellent divided by the total number of federal supervisors responding.				
Data Source The FLETC uses a modified 5-point Likert scale (Unsatisfactory, Marginal, Satisfactory, Good, and Excellent) survey for the federal supervisor to evaluate their FLETC basic training graduate's preparedness to perform the duties and responsibilities as law enforcement officers or agents.				
Data Collection Methodology The data for this measure is captured by FLETC Automated Testing and Evaluation System (FATES), which entails the (1) the collection, analysis and presentation of student feedback information; (2) development, maintenance, scoring, and analysis of all written tests; and (3) collection and analysis of feedback from graduates and their supervisors regarding the effectiveness of training programs in preparing graduates to perform their law enforcement duties (Continuous Validation Process).				
Reliability Index: Reliable				
Explanation Of Data Reliability Check Surveys are issued continually throughout the fiscal year. The data analysis for statistically significant changes is also conducted on a continual basis. The Continuous Validation Process (CVP) surveys are developed using contemporary survey methods comparable to those used by the military services and other major training organizations. No known data integrity problems exist.				



FLETC – State & Local Law Enforcement Training Program

Performance Goal:

Deploy state and local law enforcement agents and officers with the knowledge and skills to effectively enforce laws and regulations.

FLETC Strategic Goal One: Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.

DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection

DHS Objective(s): 1.1, 1.2, 1.4, 2.4, 3.3, 3.5, 3.6, 3.7

Performance Measure: Main

Percentage of students that express excellent or outstanding on the student quality of training survey (SQTS).

Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	N/A	Baseline	64.1%	Met

Description:

This performance measure is an indicator of the degree of training quality received based on the student's feedback. The SQTS is a formal means to identify opportunities for immediate improvements and updates to ensure that the student receives the right skills and knowledge, presented in the right way and right time.

Explanation of FY 2004 Results:

FLETC is committed to providing the best training possible to all law enforcement organizations that we serve by establishing and maintaining robust process to examine law enforcement trends and emerging issues. We collaborate with our Partner Organizations to assess, validate and improve each program as they are constantly evolving and being refined in response to emerging issues such as changes in the laws, mission emphasis, and Partner Organization's requirements.

Verification and Validation:

Scope (Range) of Data

The percentage is calculated as the number of students that rate their overall training experience as excellent or outstanding divided by the total number of students responding. The survey is distributed to students by FLETC staff with a virtually 100% response rate.

Data Source

The Student Quality of Training Survey (SQTS) is used to determine the level of student satisfaction for this measure. Students respond to a modified 5-point Likert scale (Outstanding, Excellent, Good, Satisfactory, and Poor). The ratings of outstanding and excellent were combined to form the measure of excellence to which the Center aspires.

Data Collection Methodology

The SQTS is part of the FLETC Automated Testing and Evaluation System (FATES), which entails the (1) the collection, analysis and presentation of student feedback information (SQTS); (2) development, maintenance, scoring, and analysis of all written tests; and (3) collection and analysis of feedback from graduates and their supervisors regarding the effectiveness of training programs in preparing graduates to perform their law enforcement duties.

Reliability Index: Reliable

Explanation Of Data Reliability Check

The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. Training programs begin and end continually throughout the fiscal year; the data analysis for statically significant changes is also conducted on a continual basis. No known data integrity problems exist.

Strategic Plan and Performance

FLETC: International Law Enforcement Training Program				
Performance Goal:				
Deploy of international agents and officers with the knowledge and skills to fulfill their law enforcement responsibility and to help foreign nations fight terrorism.				
FLETC Strategic Goal One: Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.				
DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection				
DHS Objective(s) : 1.1, 1.2, 2.3, 2.4, 3.1, 3.3				
Performance Measure: Main				
Percentage of students that express excellent or outstanding on the student quality of training survey (SQTS).				
Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	N/A	Baseline	64.1%	Met
Description: This performance measure is an indicator of the degree of training quality received based on the student's feedback. The SQTS is a formal means to identify opportunities for immediate improvements and updates to ensure that the student receives the right skills and knowledge, presented in the right way and right time.				
Explanation of FY 2004 Results: FLETC is committed to providing the best training possible to all law enforcement organizations that we serve by establishing and maintaining robust process to examine law enforcement trends and emerging issues. We collaborate with our Partner Organizations to assess, validate and improve each program as they are constantly evolving and being refined in response to emerging issues such as changes in the laws, mission emphasis, and Partner Organization's requirements.				
Verification and Validation:				
Scope (Range) of Data The percentage is calculated as the number of students that rate their overall training experience as excellent or outstanding divided by the total number of students responding. The survey is distributed to students by FLETC staff with a virtually 100% response rate.				
Data Source The Student Quality of Training Survey (SQTS) is used to determine the level of student satisfaction for this measure. Students respond to a modified 5-point Likert scale (Outstanding, Excellent, Good, Satisfactory, and Poor). The ratings of outstanding and excellent were combined to form the measure of excellence to which the Center aspires.				
Data Collection Methodology The SQTS is part of the FLETC Automated Testing and Evaluation System (FATES), which entails the (1) the collection, analysis and presentation of student feedback information (SQTS); (2) development, maintenance, scoring, and analysis of all written tests; and (3) collection and analysis of feedback from graduates and their supervisors regarding the effectiveness of training programs in preparing graduates to perform their law enforcement duties.				
Reliability Index: Reliable				
Explanation Of Data Reliability Check The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. Training programs begin and end continually throughout the fiscal year; the data analysis for statically significant changes is also conducted on a continual basis. No known data integrity problems exist.				



FLETC: Accreditation Program				
Performance Goal:				
Ensure law enforcement training programs, law enforcement instructors and facilities are accredited in accordance with established law enforcement training standards.				
FLETC Strategic Goal One: Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.				
DHS Strategic Goals: 2. Prevention; 7. Organizational Excellence				
DHS Objective(s): 2.4, 7.2				
Performance Measure: Main				
Number of Accreditation managers trained.				
Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	32	30	73	Met
Description: This workload measure identifies the number of accreditation managers actually trained during the fiscal year. The Accreditation Manager Training Program (AMTP) graduates prepare their organizations for the accreditation process. The delivery of the AMTP facilitates uniform interpretation of the Federal Law Enforcement Training Accreditation (FLETA) Standards and ensures consistent implementation of accreditation process requirements. The source for this measure is the internal-generated class roster. The Office of Accreditation (OAC) personnel collects the data from the class roster of graduates attending the accreditation assessor training and is recorded in the FLETA Automated Tracking Operations and Management System (ATOMS).				
Explanation of FY 2004 Results: We use professional law enforcement training standards and processes to optimize and standardize FLETC training operations. The delivery of the Accreditation Manager Training Program facilitates uniform interpretation of the FLETA Standards and ensures consistent implementation of accreditation process requirements.				
Verification and Validation:				
Scope (Range) of Data This workload measure identifies the number of accreditation managers actually trained during the fiscal year. The delivery of the AMTP facilitates uniform interpretation of the FLETA Standards and ensures consistent implementation of accreditation process requirements. Accredited Federal Law Enforcement Training programs can be considered well developed, delivered and evaluated. Graduates of training programs accredited by the FLETA are expected to have the knowledge and skills to fulfill their responsibilities in a safe manner and at the highest level of proficiency.				
Data Source The source for this measure is the internal-generated class roster.				
Data Collection Methodology The Office of Accreditation (OAC) personnel collects the data from the class roster of graduates attending the accreditation assessor training and is recorded in the FLETA Automated Tracking Operations and Management System.				
Reliability Index: Reliable				
Explanation Of Data Reliability Check The OAC personnel verify the data through periodic manual reviews. No known data integrity problems exist.				

Strategic Plan and Performance

FLETC--Construction and Improvement				
Performance Goal:				
Ensure FLETC has the facility capacity to meet its law enforcement training requirements.				
FLETC Strategic Goal Two: Significantly expand access to and availability of quality law enforcement training.				
DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection				
DHS Objective(s): 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4, 3.6, 3.7				
Performance Measure: Main				
Percentage of requested training programs conducted (Capacity Measure).				
Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	N/A	Baseline	98.5%	Met
Description: This performance measure is an indicator of the percentage of training programs requested by Partner Organizations (POs) that are successfully scheduled by the FLETC. This measure enables the FLETC to determine if sufficient capacity is available to meet the present and projected future FLETC training requirements.				
Explanation of FY 2004 Results: We have contingency plans that identify and reduce the limiting effects of training constraints--facilities, full-time equivalents (FTEs), equipment, technology, etc.				
Verification and Validation:				
Scope (Range) of Data This measure compares the number of programs scheduled during the fiscal year to number of requested training programs by our POs				
Data Source The data is captured as part of the Student Information System (SIS).				
Data Collection Methodology Calculation. The SIS identifies and tracks all scheduled, conducted and cancelled training programs.				
Reliability Index: Reliable				
Explanation Of Data Reliability Check The Training Innovation and Management Directorate (TIM) verifies the data through periodic manual reviews. No known data integrity problems exist.				



FLETC—Federal Law Enforcement Training Program

Performance Goal:

Deploy federal law enforcement agents and officers with the knowledge and skills to effectively enforce laws and regulations, protect the Nation and interact with the public in ways that demonstrate respect for individuals and civil liberties.

FLETC Strategic Goal Three: Create a new organizational culture through law enforcement training based on tradition and history.

DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection

DHS Objectives: 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4, 3.6, 3.7

Performance Measure: Supporting

Percentage of Partner Organizations (POs) that express agree or strongly agree on the Partner Organization Satisfaction Survey (POSS).

Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	92.4%	78%	92.7%	Met

Description:

The FLETC provides world-class basic federal law enforcement training in a cost-effective manner made possible by the economic advantages of a consolidated training approach. Partner Organizations (POs) are those agencies who rely on the FLETC to train their personnel and that have signed a Memorandum of Agreement that outlines the parameters for the training. Currently, the FLETC services over eighty POs. The POs are the FLETC's external customers. Their continued satisfaction with the FLETC training curricula is critical to retaining the consolidated training concept for federal law enforcement.

Explanation of FY 2004 Results:

The continuous growth of partner organizations, currently over 80, requires that the FLETC continually balances the competing needs and demands among these organizations. The FLETC responds to changes resulting from shifting priorities, budget decisions, fluctuations in training demands, and variations in recruitment within the partner organizations.

Verification and Validation:

Scope (Range) of Data

The results of the survey provide on-going opportunities for improvements that are incorporated into FLETC training curricula, processes and procedures. The calculated percentage is the number of partners who agree or strongly agree divided by the number of partners who responded.

Data Source

On an annual basis, 100% of FLETC partner organizations are surveyed using the Partner Organization Satisfaction Survey (POSS). The survey uses a modified six-point Likert scale (Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, and Strongly Disagree).

Data Collection Methodology

Completed surveys are returned to the FLETC, electronically scanned using OCR software or via a web-based survey and the results are calculated.

Reliability Index: Reliable

Explanation Of Data Reliability Check

The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. FLETC leaders conduct verbal sessions with PO key representatives to confirm and discuss their responses. Continually, throughout the year other formal and informal input is solicited from the PO representatives and used to validate the survey results. No known integrity problems exist.

Strategic Plan and Performance

FLETC—Federal Law Enforcement Training Program				
Performance Goal:				
Deploy federal law enforcement agents and officers with the knowledge and skills to effectively enforce laws and regulations, protect the Nation and interact with the public in ways that demonstrate respect for individuals and civil liberties.				
FLETC Strategic Goal Four: Implement best management practices.				
DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection				
DHS Objective(s): 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4, 3.6, 3.7				
Performance Measure: Supporting				
Cost of a student-week of training				
Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	\$803	Baseline	\$1,127	Baseline Established
Description: The total FLETC operating expenses divided by the total number of student-weeks trained. This measure reflects how well the FLETC employs its allocated resources and assures the Partner Organizations that the training their personnel receive is both effective and efficient. The future year targets will be adjusted as required by inflation.				
Explanation of FY 2004 Results: The FLETC ensures that training is provided in most cost-effective manner by taking advantage of economies of scale available only from a consolidated law enforcement training organization. For FY2004 cost of a student week of training increased due to transitioning from a 6-day to a 5-day workweek and from significant PO cancellations as a result of budgetary constraints.				
Verification and Validation:				
Scope (Range) of Data This measure tracks the efficiency and cost effectiveness of the FLETC Law Enforcement training process.				
Data Source The total cost of training is captured through the automated financial and student information systems.				
Data Collection Methodology The total cost of training is captured through the automated financial and student information systems.				
Reliability Index: Reliable				
Explanation Of Data Reliability Check Verification of the data is done annually as part of the CFO financial reporting. No known data integrity problems exist.				



FLETC—Federal Law Enforcement Training Program

Performance Goal:

Deploy federal law enforcement agents and officers with the knowledge and skills to effectively enforce laws and regulations, protect the Nation and interact with the public in ways that demonstrate respect for individuals and civil liberties.

FLETC Strategic Goal Four: Implement best management practices.

DHS Strategic Goals: 1. Awareness; 2. Prevention; 3. Protection

DHS Objective(s): 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4, 3.6, 3.7

Performance Measure: Supporting

Percentage of FLETC employees that express overall satisfaction on the Employee Satisfaction Survey (ESS).

Fiscal Year:	FY2003 Actual	FY2004 Target	FY2004 Actual	FY 2004 Results
Target/Actual Indicator:	74.5	70%	75.3%	Met

Description:

The percentage of employees that agree they are satisfied with the overall work environment at the FLETC. A survey is distributed to all FLETC employees that consist of 21 questions regarding the quality and quantity of services and programs provided by the FLETC to employees. The ESS provides a formal means for FLETC management to gauge the level of satisfaction of its employees with the working environment and identifies opportunities for improvements as well as highlighting successful policies and programs.

Explanation of FY 2004 Results:

The FLETC remains committed to maintain a highly skilled, motivated workforce

Verification and Validation:

Scope (Range) of Data

The Employee Satisfaction Survey (ESS) provides a formal means for FLETC management to gauge the level of satisfaction of its employees with the working environment, to identify opportunities for improvement and to highlight successful policies and program. The calculated percentage is the number of employees that respond satisfied or very satisfied divided by the total number of employees who responded to the survey.

Data Source

A modified six-point Likert scale (Very Satisfied, Satisfied, Slightly Satisfied, Slightly Dissatisfied, Dissatisfied, and Very Dissatisfied) is used.

Data Collection Methodology

Data for this measure is captured through the use of an automated system as part of the annual Employee Satisfaction Survey (ESS).

Reliability Index: Reliable

Explanation Of Data Reliability Check

Results from other formal and informal sources of employee input are used on an on-going basis to validate the survey results, such as interviews, employee forums, complaints, comments, etc. No known data integrity problems exist.

Strategic Plan and Performance

FLETC Strategic and Performance Plan Linkage FY 2004-2009

Strategic Goals		Long-term Performance Goals
1. Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively, and professionally.	a.	% of Federal supervisors agree FLETC graduates were highly prepared to perform their law enforcement functions. FY 2005 Target 73% FY 2006 Target 73% FY 2007 Target 74% FY 2008 Target 75% FY 2009 Target 77%
	b.	% of FLETC graduates agree they were highly prepared to perform their law enforcement functions upon graduation. FY 2005 Target 58% FY 2006 Target 60% FY 2007 Target 62% FY 2008 Target 64% FY 2009 Target 66%
	c.	% of students rate the quality of FLETC law enforcement training as excellent or outstanding. FY 2005 Target 64% FY 2006 Target 66% FY 2007 Target 67% FY 2008 Target 68% FY 2009 Target 69%
	d.	Implement the FLETC Accreditation 5-year plan.
2. Significantly expand access to and availability of quality law enforcement training.	a.	Annually, 98% of requested training programs are conducted.
	b.	Annually, 80% of training projections result in training program conducted.
3. Create a new organizational culture through law enforcement training based on tradition and history.	a.	By 2009, maintain 85% of Partner Organizations express a high rate of overall satisfaction on the Partner Organization Satisfaction Survey.
4. Implement best management practices.	a.	Annually, achieve the most efficient cost-per student-week of training.
	b.	Annually, 70% of employees express overall satisfaction with their working environment at the FLETC (Employee Satisfaction Survey).

Major Activities and Priorities

The Federal Law Enforcement Training Center's (FLETC) mission is to serve as the Federal government's leader for and provider of world-class law enforcement training. We prepare new and experienced law enforcement professionals to fulfill their responsibilities safely and proficiently. The average basic student spends 12 weeks at FLETC and receives instruction in all phases of law enforcement from firearms and high-speed vehicle operations to legal case instructions and defendant interview techniques. We

accommodate the students' housing, food, laundry and subsistence needs to allow them to totally focus on their training. We also ensure that training is provided in the most cost-effective manner by taking advantage of economies of scale available only from a consolidated law enforcement training organization.

We are committed to providing strong, collaborative leadership for law enforcement training. Working as partners with client agencies, including state, local and international organizations, we identify ways that research, training, and education can be used to protect our democratic institutions, ensure public safety, and preserve law and order.

Major instructional areas include firearms, driver training, physical techniques, legal, security specialties, forensics and investigative technologies, computer and financial investigations, and behavioral science. The major portion of the Center's training activity is devoted to basic programs for criminal investigators and uniformed police officers who have the authority to carry firearms and make arrests. The basic programs consist of classroom instruction and hands-on practical exercises. Students must apply their classroom knowledge during exercises that simulate typical situations encountered on the job. To add realism, these exercises often involve contract role players who act as victims, witnesses or suspects.

At the FLETC, students learn not only the responsibilities of a law enforcement officer, but through interaction with students from many other agencies, they also become acquainted with the missions and duties of their colleagues. This interaction provides the foundation for a more cooperative Federal law enforcement effort.

The instructor cadre at the FLETC consists of permanent FLETC employees and Federal officers and investigators on short-term assignment from their parent organizations. This mix of permanent and detailed instructors provides a balance of experience and fresh insight from the field.

Strategic Priorities

The strategic priorities of the FLETC focus on expanding training programs through partnership and emerging technology. The law enforcement officers training at the FLETC are the primary resources used to fight the war on terrorism and to make the homeland more secure. The FLETC will concentrate our efforts on:

- Innovative development and integration of alternative training technologies, especially simulation and modeling. Simulation technology emulates highly dangerous law enforcement driving scenarios and environments that cannot be simulated due to inability to replicate environment, conditions and safety concerns. Current methods in use permit the actual driving at real-speeds, allowing the student



Strategic Plan and Performance

to understand principles of vehicle dynamics and driver controls within established time limits. Simulation technology for driver training emulates rural/urban/city environments, vehicle/pedestrian conflicts, time of day and weather. This training can measure the student's knowledge for point of possible perception, point of actual perception, reaction time and point of no avoidance to each particular set of conflicts. The performance goal is to reduce frequency, severity and vehicle fatalities for operational accidents by law enforcement agents and officers. Design and construction of a simulation training facility will commence in FY 2005 with an estimated completion date of October 2006.

- **Intelligence Training:** Integrating homeland security and law enforcement requires effective surveillance and intelligence functions. In response to the most immediate need for intelligence awareness training, the FLETC developed in FY 2004 the Anti-terrorism Intelligence Awareness Training Program which specifically targeted line officers and supervisors in the law enforcement community. This program will be delivered at various geographic locations to accommodate as many law enforcement officers as possible. The FLETC is also working with the DHS Information Analysis and Infrastructure Protection Directorate to develop a common means of collecting, developing, analyzing, processing and sharing of intelligence. This initiative will promote intelligence analysis and sharing between federal, state, local and tribal law enforcement officers.
- **Counter Terrorism:** In response to changing mission requirements, FLETC, in conjunction with our Partner Organizations, developed the design and training requirements for the Counter Terrorism Operations Training Facility (CTOTF). This facility will consist of four different environments – urban, suburban, inter-modal and international training areas – which is designed to replicate both foreign and domestic settings. It will offer a variety of training venues, such as apartments, row houses, neighborhoods, schools, federal buildings, embassy, roadways, and public transportation. In FY 2004, the training needs assessment was validated and the design and initial construction commenced for the inter-modal and international training sites. While this facility is multi-phased through FY 2011, initial training is scheduled to begin in June 2005. This facility which consolidates anti/counter terrorism training will better prepare law enforcement officers to fight terrorism.



Hazardous Material Training

U.S. Department of Homeland Security
Federal Law Enforcement Training Center



Homeland Security

Part III Financial Information

Fiscal Year 2004

Message from the Chief Financial Officer

*Federal Law Enforcement Training Center
U. S. Department of Homeland Security
1131 Chapel Crossing Road
Glynco, Georgia 31524*



Homeland Security

I am very pleased once again to present the FLETC Performance and Accountability Report (PAR) for FY 2004. The PAR documents the FLETC's significant accomplishments and, particularly for FY 2004, the results of the initial full year of financial operations subsequent to FLETC's transfer to the Department of Homeland Security. The PAR also includes an historical overview of the FLETC's mission and the assessment of its performance measures.

FY 2004 was another year of significant challenge and notable progress as the FLETC achieved its goals and objectives of training Federal, state, local, and international law enforcement officers. The technical competence and professionalism of the FLETC CFO staff are the underlying foundation by which the highest standards in financial management have been maintained. I am very proud of the FLETC CFO staff's commendable performance in support of the training mission.



As a frontrunner in financial management within the DHS, the FLETC sustained its reputation by continuously improving its processes to adapt to changes within the DHS and the Federal government. Throughout FY 2004, the FLETC consistently achieved a green rating on the President's Management Agenda in Improved Financial Performance. Similarly, the FLETC maintained its excellence in financial reporting, ensuring all required recurring and periodic deliverables were accurately prepared and submitted to the DHS well ahead of the due dates. Although a limited scope audit entity within the DHS, the FLETC has set the bar high in the area of financial performance and realizes the importance of maintaining and adhering to proper Federal financial management concepts and principles.

In the eMerge2 program initiative, the DHS is ambitiously developing a futuristic financial management operation that will transform disparate support functions into electronic solutions through integration and interoperability of systems. When fully implemented, the eMerge2 will provide DHS high level executive decision makers timely and accurate business information critical to the security of the United States. The FLETC CFO staff is firmly committed to support and foster the eMerge2 objectives as demonstrated by the FLETC staff's active participation in the requirements definition stage during the infancy of eMerge2. The FLETC CFO Directorate remains acutely aware of the tremendous challenge and opportunity with the implementation of eMerge2.



Alan Titus

Alan Titus
Chief Financial Officer
Federal Law Enforcement Training Center



Federal Managers Financial Integrity Act (FMFIA) Summary

FLETC management controls are established in accordance with standards required by Section 2 of the Federal Managers Financial Integrity Act (FMFIA) and provide reasonable assurance that: (1) our programs are achieving their intended results; (2) resources are used in a manner that is consistent with our mission; (3) assets are protected from fraud, abuse, waste, and mismanagement; (4) laws and regulations are followed; (5) continuity of operations planning in critical areas is sufficient to reduce risk to reasonable levels; (6) controls are sufficient to minimize any improper or erroneous payments; and (7) performance information is reliable. There is reasonable assurance that the FLETC accounting and financial systems conform with Government-wide financial information standards as well as financial system functional standards for FY 2004 in accordance with Section 4 of the FMFIA. The FLETC substantially complies with the requirements of the Federal Management Improvement Act (FFMIA) of 1996. Specifically, the FLETC has implemented and maintained financial systems that comply substantially with Federal financial management system requirements, applicable Federal accounting standards, and the United States Government Standard General Ledger at the transaction level.

Annual Assurance Statement for Fiscal Year 2004

Based on the results of its annual assessment process, the Federal Law Enforcement Training Center (FLETC) provides reasonable assurance that its system of management and administrative control, taken as a whole, achieve the objectives of Section 2 of the Federal Managers Financial Integrity Act (FMFIA). The FLETC also provides reasonable assurance that its accounting and financial systems generally conform to the Comptroller General's principles, standards, and related requirements and achieve the objectives of Section 4 of the FMFIA.

Connie L. Patrick

Connie L. Patrick
Director
Federal Law Enforcement Training Center

SECTION I: OPEN MATERIAL WEAKNESSES AS OF 9/30/04 – NONE REPORTED.

SECTION II: THE LIST OF MATERIAL WEAKNESSES CLOSED DURING FY 2004 - NONE.

SECTION III: OPEN REPORTABLE CONDITIONS AS OF 9/30/04 – NONE.

Accountant's Compilation Report

Federal Law Enforcement Training Center
U. S. Department of Homeland Security
1131 Chapel Crossing Road
Glynco, Georgia 31524



**Homeland
Security**

December 1, 2004

To: FLETC Management, Partner Organizations and Other Stakeholders

We have compiled the accompanying statements of Balance Sheets for the year that ended September 30, 2004 and the seven months that ended September 30, 2003, Statement of Net Cost, Statement of Changes in Net Position, Statement of Budgetary Resources, Statement of Financing, and Statements of Custodial Activity for the Federal Law Enforcement Training Center for the year that ended September 30, 2004 and the seven months that ended September 30, 2003, in accordance with the Statements on Standards issued by the Financial Accounting Standards Board, designated by the American Institute of Certified Public Accountants as the standards setting body for financial statements of the Federal government, with respect to the establishment of generally accepted accounting principles.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. A limited audit was performed on the accompanying financial statements by KPMG, LLP. KPMG, LLP expressed an opinion on the Consolidated Department of Homeland Security (DHS) financial statements taken as a whole and not the stand-alone financial statements of the FLETC. Therefore, no opinion is expressed or any other form of assurance on the FLETC stand-alone financial statements.

These financial statements are presented in accordance with the requirements of OMB Bulletin No. 01-09 (Form and Content of Agency Financial Statements). Except for the Balance Sheets and the Statements of Custodial Activity, the financial statements show no comparative Fiscal Year 2003 data due to the transfer of the FLETC to the DHS in March 2003, which only comprised seven months of financial activities in FY 2003.



Julie Martin

Julie Martin, CPA, CGFM
Deputy Chief Financial Officer
Federal Law Enforcement Training Center



Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
BALANCE SHEETS
As of September 30, 2004 and September 30, 2003
(Dollars in Thousands)

	<u>2004</u>	<u>2003</u>
ASSETS:		
Intragovernmental Assets:		
Fund Balance (Note 2)	\$ 118,828	\$ 111,139
Accounts Receivable - Federal Agencies (Note 3)	7,318	9,704
Advances to Federal Agencies (Note 4)	<u>841</u>	<u>1,292</u>
Total Intragovernmental Assets	\$ 126,987	\$ 122,135
Accounts Receivable - State, Local & Others (Note 3)	682	1,094
Inventory and Related Property, Net (Note 5)	8,043	6,791
Property, Plant and Equipment, Net (Note 6)	<u>339,047</u>	<u>324,034</u>
Total Assets	<u>\$ 474,759</u>	<u>\$ 454,054</u>
LIABILITIES:		
Intragovernmental Liabilities:		
Personnel Liabilities-FECA Liability to be paid to DOL	\$ 1,750	\$ 1,813
Employer Contribution & Payroll Taxes	<u>-</u>	<u>250</u>
Total Intragovernmental Liabilities	<u>\$ 1,750</u>	<u>\$ 2,063</u>
Other Liabilities:		
Accounts Payable	\$ 2,371	\$ 5,188
Unfunded Annual Leave	6,106	5,158
Other Liabilities	<u>1,402</u>	<u>1,460</u>
Total Other Liabilities	<u>\$ 9,879</u>	<u>\$ 11,806</u>
Liabilities Not Covered by Budgetary Resources		
Accrued Payroll and Benefits (Note 7)	3,081	2,207
Actuarial FECA Liability (Note 7)	8,083	10,813
Contingencies (Note 8)	60,161	65,875
Environmental and Disposal Liabilities (Note 9)	2,610	2,610
Total Liabilities Not Covered by Budgetary Resources	<u>\$ 73,935</u>	<u>\$ 81,505</u>
Total Liabilities	<u>\$ 85,564</u>	<u>\$ 95,374</u>
NET POSITION (Note 10)		
Cumulative Results of Operations	\$ 284,638	\$ 250,462
Unexpended Appropriations	104,557	108,218
Total Net Position	<u>\$ 389,195</u>	<u>\$ 358,680</u>
Total Liabilities and Net Position	<u>\$ 474,759</u>	<u>\$ 454,054</u>

See Accountant's Compilation Report

Financial Information

Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
STATEMENT OF NET COST
For the Year Ended September 30, 2004
(Dollars in Thousands)

Department of Homeland Security Programs 2004

Accreditation

Gross Cost	
With the Public	\$ 1,158
Net Cost - Accreditation	<u>\$ 1,158</u>

Construction & Improvement

Gross Cost	
Intergovernmental	\$ 2,918
With the Public	11,824
Total Gross Cost	<u>14,742</u>
Less: Earned Revenue	
Intergovernmental	1,197
Total Earned Revenue	<u>1,197</u>
Net Cost - Construction and Improvement	<u>\$ 13,545</u>

Federal Law Enforcement Training

Gross Cost	
Intergovernmental	\$ 30,009
With the Public	170,120
Total Gross Cost	<u>200,129</u>
Less: Earned Revenue	
Intergovernmental	55,792
Total Earned Revenue	<u>55,792</u>
Net Cost - Federal Law Enforcement Training	<u>\$ 144,336</u>

International Law Enforcement Training

Gross Cost	
With the Public	\$ 3,216
Total Gross Cost	<u>3,216</u>
Less Earned Revenue	
With the Public	1,197
Total Earned Revenue	<u>1,197</u>
Net Cost - International Law Enforcement Training	<u>\$ 2,019</u>

State & Local Law Enforcement Training

Gross Cost	
With the Public	\$ 9,320
Total Gross Cost	<u>9,320</u>
Less Earned Revenue	
With the Public	1,116
Total Earned Revenue	<u>1,116</u>
Net Cost State & Local Law Enforcement Training	<u>\$ 8,204</u>

NET COST OF OPERATIONS \$ 169,262

See Accountant's Compilation Report



Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
STATEMENT OF CHANGES IN NET POSITION
For the Year Ended September 30, 2004
(Dollars in Thousands)

2004

RESULTS OF OPERATION

Beginning Balance - 10/1/2003	\$ 250,462
Prior Period Adjustments	<u>0</u>
Beginning Balances, as Adjusted	\$ <u>250,462</u>

Budgetary Financing Sources:	
Appropriations Used	\$ 193,223
Donations	1
Transfers In/Out Without Reimbursement	0
Other Adjustments	0

Other Financing Sources:	
Donations and Forfeitures of Property	112
Transfers In/Out Without Reimbursement	2,466
Imputed Financing Sources	<u>7,636</u>

Total Financing Sources	\$ <u>203,438</u>
-------------------------	-------------------

Net Cost of Operations	<u>(169,262)</u>
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NET POSITION FROM OPERATIONS	\$ <u>284,638</u>
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UNEXPENDED APPROPRIATION

Beginning Balance - 10/1/2003	\$ 108,218
Prior Period Adjustments	<u>0</u>
Beginning Balances, as Adjusted	\$ <u>108,218</u>

Budgetary Financing Sources:	
Appropriations Received	\$ 192,780
Appropriations Transferred in/Out	0
Other Adjustments	(3,218)
Appropriations Used	<u>(193,223)</u>
Subtotal - Total Financing Sources	\$ <u>(3,661)</u>

NET POSITION OF UNEXPENDED APPROPRIATIONS	\$ <u>104,557</u>
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TOTAL NET POSITION	\$ <u>389,195</u>
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See Accountant's Compilation Report

Financial Information

Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
STATEMENT OF BUDGETARY RESOURCES
For the Year Ended September 30, 2004
(Dollars in Thousands)

BUDGETARY RESOURCES (Note 12) **2004**

Budget Authority:

Appropriations Received	\$ 192,780
Net Transfers	0

Unobligated Balance

Beginning of Period	56,416
Net Transfers	0
Spending Authority from Offsetting Collections Earned	
Collected	61,550
Received from Federal Sources	(155)
Change in Unfilled Customer Orders	
Advance Received	(595)
Without Advance from Federal Sources	11,682
Subtotal	72,482
Recoveries of Prior Year Obligations	16,822
Permanently Not Available	(3,216)

TOTAL BUDGETARY RESOURCES **\$ 335,284**

STATUS OF BUDGETARY RESOURCES

Obligations Incurred	
Direct	\$ 195,689
Reimbursable	72,905
Subtotal	268,594
Unobligated Balance	
Apportioned	54,855
Unobligated Balance Not Available	11,835

TOTAL STATUS OF BUDGETARY RESOURCES **\$ 335,284**

RELATIONSHIP OF OBLIGATIONS TO OUTLAYS

Obligated Balance, Net, Beginning of Period	\$ 54,557
Obligated Balance Transferred Net	0
Obligated Balance, Net, End of Period	
Accounts Receivable	9,534
Unfilled Customer Orders from Federal Sources	16,966
Undelivered Orders	72,147
Accounts Payable	6,355
Outlays	
Disbursements	242,801
Collections	(60,954)
Subtotal	\$ 181,847
Less: Offsetting Receipts	(20)

NET OUTLAYS **\$ 181,827**

See Accountant's Compilation Report



Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
STATEMENT OF FINANCING
For the Year Ended September 30, 2004
(Dollars in Thousands)

2004

Budgetary Resources Obligated

Obligations Incurred	\$ 268,594
Less: Spending Authority from Offsetting Collections and Recoveries	89,303
Obligations Net of Offsetting Collections and Recoveries	179,291
Less: Offsetting Receipts	20
Net Obligations	<u>\$ 179,271</u>

Other Resources

Donations and Forfeitures	\$ 112
Transfers In/Out Without Reimbursement	2,466
Imputed Financing from Costs Absorbed by Others	7,636
Other	0
Net Other Resources Used to Finance Activities	10,214
Total Resources Used to Finance Activities	<u>\$ 189,485</u>

Resources Used to Finance Items Not Part of the Net Cost of Operations

Change in Budgetary Resources Obligated for Goods, Services and Benefits Ordered but not yet Provided	\$ (926)
Resources that Fund Expenses Recognized in Prior Periods	5,714
Other	0
Resources that Finance the Acquisition of Assets or Liquidation of Liabilities	31,278
Other Resources or Adjustments to Net Obligated Resources that do not Affect Net Cost of Operations	2,466
Total Resources Used to Finance Items Not Part of the Net Cost of Operations	38,532
Total Resources Used to Finance the Net Cost of Operations	<u>\$ 150,953</u>

Components Requiring or Generating Resources in Future Periods

Increase in Annual Leave Liability	\$ 948
Increase in Environmental and Disposal Liability	0
Increase in Exchange Revenue Receivable	0
Other	145
Total Components of Net Cost of Operations that will Require or Generate Resources in Future Periods	<u>\$ 1,093</u>

Components not Requiring or Generating Resources

Depreciation and Amortization	\$ 17,202
Revaluation of Assets or Liabilities	14
Other	0
Total Components of Net Cost of Operations that will not Require or Generate Resources	<u>\$ 17,216</u>
Total Components of Net Cost of Operations that will not Require or Generate Resources in the Current Period	<u>\$ 18,309</u>
Net Cost of Operations	<u><u>\$ 169,262</u></u>

See Accountant's Compilation Report

Financial Information

Notes to the Financial Statements

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. REPORTING ENTITY

The FLETC, a component of the Department of Homeland Security (DHS), serves as an interagency law enforcement training center. The FLETC provides facilities, equipment, and support services for conducting law enforcement training for Federal agencies and specialized programs for State and local agencies and foreign governments. The FLETC was established on July 1, 1970, by Treasury Department Order No. 217, as an organizational entity within the Department of the Treasury under the supervision of the Under Secretary (Enforcement). The FLETC transferred to the DHS on March 1, 2003, as an entity within the Directorate of Border and Transportation Security by the Homeland Security Act of 2002 (P.L. 107-296). Training sites and offices include Glynco, Georgia; Artesia, New Mexico; Washington, DC; Charleston, South Carolina; and Cheltenham, Maryland. Also, the FLETC conducts training in four International Law Enforcement Academies (ILEA) located in Budapest, Hungary; Bangkok, Thailand; Gaborone, Botswana; and Latin America. The programs and operations of the FLETC are funded principally through Congressional appropriations on an annual, multi-year, and no-year basis. Accordingly, operating costs incurred and recorded as expenses are offset by an equal amount of appropriated funds that are recorded as financing sources or an offset by reimbursable revenue or other financing sources.

B. BASIS OF ACCOUNTING AND PRESENTATION

The FLETC maintains its accounting records and prepares its financial statements on the accrual basis of accounting. The FLETC has historically prepared its financial statements in accordance with generally accepted accounting principles, based on accounting standards issued by the Financial Accounting Standards Board (FASB), the private-sector standards-setting body. In October 1999, the Federal Accounting Standards Advisory Board (FASAB) was designated by the American Institute of Certified Public Accountants (AICPA) as the standards-setting body for financial statements of Federal government entities, with respect to the establishment of generally accepted accounting principles. FASB has indicated, however, that financial statements prepared based upon accounting standards published by FASB may also be regarded as in accordance with generally accepted accounting principles for those Federal entities, such as the FLETC, that have issued financial statements based upon FASB accounting standards in the past. Therefore, consistent with historical reporting, the FLETC financial statements are presented in accordance with accounting standards published by the FASB.

C. ASSETS AND LIABILITIES

Entity intra-governmental assets and liabilities result from activity with other Federal agencies. All other entity assets and liabilities result from activity with parties outside the Federal government, such as domestic and foreign persons, organizations, or governments outside the U.S. Government. Assets represent tangible items that have probable economic benefits that can be obtained or controlled by the FLETC. Liabilities represent the amount of monies or other resources that are likely to be paid as a result of



a transaction or event that has already occurred. However, no liability can be paid absent an appropriation. Liabilities for which an appropriation has not been enacted are, therefore, classified as Liabilities not covered by Budgetary Resources. Although future appropriations to fund the liabilities are likely and anticipated, it is not certain that appropriations will be enacted to fund these liabilities. Also, liabilities arising from other than contracts can be abrogated by the Government, acting in its sovereign capacity.

D. FUND BALANCES WITH TREASURY

Fund balances with Treasury represent funds available to pay liabilities and finance authorized expenditures.

E. ACCOUNTS RECEIVABLE AND RELATED ALLOWANCES FOR UNCOLLECTABLE AMOUNTS

Outstanding billed reimbursable costs for goods and services provided to other Federal agencies and State and local governments comprise the majority of accounts receivable. The FLETC uses the allowance method for recognizing bad debt expense on state and local government accounts receivable.

F. GOVERNMENTAL ADVANCES

The governmental advances consist of prior fiscal year advances to the legacy Department of the Treasury Working Capital Fund (WCF) for expenses of operating and maintaining common administrative services of Treasury provided to the FLETC prior to its transfer to DHS. In accordance with the established Treasury WCF procedures, funds for services were collected in advance and expended as services were provided by the WCF.

G. OPERATING MATERIALS AND SUPPLIES

Operating materials and supplies are tangible personal property that takes one of three forms: held for sale under the reimbursable program; consumed in the process of production for reimbursable services; or consumed in the provision of direct program services. A financial resource is recognized when title passes to the FLETC, or goods are in the FLETC's possession. At the time title passes to the purchaser, or the goods are used in the provision of a service, the financial resource is removed from the account.

H. PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment purchased individually that costs \$50,000 or more are capitalized. Major alterations and renovations are also capitalized. Depreciation is calculated on a straight-line basis over the useful life of the asset.

I. ACCRUED ANNUAL, SICK, AND OTHER LEAVE AND COMPENSATORY TIME

Annual leave, compensatory time, and other leave time are accrued when earned. The accrual is presented as a component of liabilities not covered by budgetary resources in the Balance Sheet and is adjusted for

Financial Information

changes in compensation rates and reduced for annual leave taken. Sick leave is not accrued when earned, but is expensed when taken.

J. PENSION COSTS AND OTHER RETIREMENT BENEFITS

In general, FLETC employees hired prior to January 1, 1984, participate in the Civil Service Retirement System (CSRS), while employees' hired after that date participate in the Federal Employees' Retirement System (FERS). FLETC and its employees contribute to the retirement plan a certain percent of base pay as provided by the Office of Personnel Management (OPM). The cost of providing these benefits by OPM is more than the amount contributed by FLETC and its employees. As a result of SFFAS No. 5, FLETC is required to report the full cost of providing pension benefits, to include the cost financed by OPM. The additional cost is included as an expense and as an imputed financing source in the FLETC's Statement of Change in Net Position.

K. FEDERAL EMPLOYEE BENEFITS PAYABLE – FECA ACTUARIAL LIABILITY

The Federal Employees Compensation Act (FECA) program is administered by the U.S. Department of Labor (DOL) and provides income and medical cost protection to covered Federal civilian employees who have been injured on the job or have incurred a work-related occupational disease. Beneficiaries of employees whose death is attributable to a job-related injury or occupational disease receive compensation. The DOL initially pays valid FECA claims for all of the Federal government and seeks reimbursement two fiscal years later from the Federal agencies employing the claimants. Estimated future FECA costs are determined by the DOL for the DHS, which in turn, allocates to the FLETC the actuarial liabilities not covered by budgetary resources. This governmental liability is determined by using the paid losses extrapolation method calculated over the next 37-year period. This method utilizes historical benefit payment patterns related to a specific incurred period to predict the ultimate payments related to that period.

L. LITIGATION CONTINGENCIES AND SETTLEMENTS

Probable and estimable unsettled litigation and claims against the FLETC are recognized as a liability and expensed for the full amount of the expected loss. Expected litigation and claim losses include settlements to be paid from the Treasury Judgment Fund on behalf of the FLETC and settlements to be paid from FLETC appropriations. Settlements paid from the Judgment Fund for the FLETC are recognized as an expense and imputed financing.

M. REVENUES AND FINANCING SOURCES

The FLETC receives the majority of its funding through annual, multi-year, no-year, and trust fund appropriations that may be used within statutory limits for operating and capital expenditures. Appropriations are recognized as financing sources when the related expenses are incurred. The FLETC enters into reimbursable agreements with the Department of Homeland Security and other Federal entities for services or goods provided. Under these arrangements, one entity provides goods or services to



another at an agreed-upon price, and revenue from reimbursable agreements is recognized when the services are provided. Other minor financing sources include gifts and transfers from the Department of Justice's Violent Crime Reduction Trust Fund.

N. IMPUTED COSTS/FINANCING SOURCES

The FLETC often receives goods and services from other Federal Government entities without reimbursing the providing entity for all related goods. These are subsidized costs that are recognized as imputed costs by the FLETC. Conversely, the FLETC often incurs costs that are partially or totally paid for other entities. These are recorded as imputed financing sources. The FLETC recognized both imputed costs and financing sources to the extent directed by the DHS and OMB.

NOTE 2: FUND BALANCES WITH TREASURY

Entity fund balances with Treasury as of September 30, 2004 and 2003, are as follows (in thousands):

<u>Fund Type</u>	<u>2004</u>	<u>2003</u>
Trust Funds	\$ 10	\$ 287
Appropriated Funds	118,681	110,686
Other Fund Types	<u>137</u>	<u>166</u>
TOTAL	<u>\$118,828</u>	<u>\$111,139</u>

Trust fund balances are comprised of gifts and transfers from the Department of Justice's Violent Crime Reduction Trust Fund. Other fund balances result from the FLETC's authority to use the proceeds from the sale of surplus items and recyclable materials to purchase like-items.

STATUS OF FUND BALANCE WITH TREASURY

As of September 30, 2004, the status of fund balance with Treasury consisted of the following.

<u>Status</u>	<u>2004</u>	<u>2003</u>
Unobligated Balance - Available	\$ 54,855	\$ 46,972
Unobligated Balance - Unavailable	11,834	9,444
Obligated Balance Not Yet Disbursed	<u>52,002</u>	<u>54,557</u>
TOTAL	<u>\$118,691</u>	<u>\$110,973</u>

Financial Information

NOTE 3: ACCOUNTS RECEIVABLE

ENTITY INTRA-GOVERNMENTAL ACCOUNTS RECEIVABLE

Intra-governmental Accounts Receivables due from other Federal agencies, as of September 30, 2004 and 2003, total \$7.3 million and \$9.7 million, respectively, and are considered fully collectible.

ENTITY ACCOUNTS RECEIVABLE, NET

Receivables due from the public are recognized for law enforcement training provided to State, local and foreign governments. As of September 30, 2004 and 2003, receivables from the public total \$0.7 million and \$1.1 million, and are net of uncollectible amounts totaling \$39 thousand and \$38 thousand, respectively. The allowance for estimated uncollectible accounts receivable due from the public is determined by using the Percentage Analysis Method. The Percentage Analysis Method derives an estimated percentage of uncollectible accounts receivable by account type that is based on the experience of collecting past due accounts. The Specific Identification Method is used when actual uncollectible amounts of receivable are known.

NOTE 4: ADVANCES AND PREPAYMENTS

Entity advances and prepayments as of September 30, 2004 and 2003, consist of \$1 million and \$2 million of prior fiscal year funds, respectively, that were transferred to the legacy Department of Treasury Working Capital Fund prior to the FLETC transfer to DHS.

The Working Capital Fund balance was available for expenses of operating and maintaining common administrative services of Treasury that were determined as more advantageous and economical to be carried out as centralized service.

NOTE 5: OPERATING MATERIALS AND SUPPLIES

Operating materials and supplies as of September 30, 2004 and 2003, consist of the following (in thousands):

	<u>2004</u>	<u>2003</u>
Ammunition	\$ 3,905	\$ 3,175
Uniforms	2,797	2,366
Maintenance materials and supplies	137	113
Training and office supplies	863	788
Gas and oil	26	28
Auto materials and supplies	<u>315</u>	<u>321</u>
TOTAL	<u>\$ 8,043</u>	<u>\$ 6,791</u>

The value of operating materials and supplies is determined by the average cost method.



NOTE 6: PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment (PP&E) as of September 30, 2004 and 2003, consist of the following (in thousands):

Category	Service Life (Years)	Acquisition Cost		Accumulated Depreciation/Amortization		Net Book Value	
		2004	2003	2004	2003	2004	2003
Land and Land Rights	N/A	\$4,077	\$4,077	\$0	\$0	\$4,077	\$4,077
Construction in Progress	N/A	11,796	43,088	0	0	11,796	43,088
Buildings, Structures, and Facilities	20-30	345,094	282,242	83,733	72,082	261,361	210,160
Equipment:							
ADP	5	340	340	301	273	39	67
Vehicles	5-8	3,809	3,321	2,325	1,909	1,484	1,412
Other Equipment	5	3,410	2,998	3,118	2,910	292	88
Assets Under Capital Lease	20	68,031	68,031	8,239	3,101	59,792	64,930
Leasehold Improvements	20-30	213	213	9	2	204	211
Total Property, Plant and Equipment		\$436,770	\$404,310	\$97,725	\$80,277	\$339,045	\$324,033

Property, plant, and equipment are valued at cost. Property and equipment transferred to the FLETC from the Department of Defense on the date that FLETC relocated to Glynco, as well as the turnover of the Cheltenham facility, are stated as the transfer values that approximate historical costs. Major construction, renovation, and equipment acquisitions are capitalized, while maintenance, repair, and minor equipment costs are charged to expenses as incurred. Property, plant, and equipment purchased individually that cost \$50,000 or more are capitalized.

Financial Information

NOTE 7: OTHER LIABILITIES NOT COVERED BY BUDGETARY RESOURCES

As of September 30, 2004 and 2003, other liabilities not covered by budgetary resources consist of the following (in thousands)

	<u>2004</u>	<u>2003</u>
Accrued Payroll and Benefits	\$3,081	\$2,207
Actuarial FECA Liability	<u>8,083</u>	<u>10,813</u>
TOTAL	<u>\$11,164</u>	<u>\$13,020</u>

NOTE 8: CONTINGENT LIABILITIES

The FLETC is involved in various administrative proceedings incidental to its operations. Management vigorously contests all claims and lawsuits. As of September 30, 2004, the FLETC recorded contingent liabilities of \$60 million.

Not Covered By Budgetary Resources	<u>2004</u>	<u>2003</u>
Probable Estimate	\$60,161	\$65,875
Possible Minimum	-	-
Possible Maximum	\$60,161	\$65,875

In FY 2001 and FY 2002, the FLETC entered into 20-year leases for the construction and operation of three private, hotel-type facilities to meet an urgent need for additional law enforcement student housing. Acting under a delegation of procurement authority from the General Services Administration and applying a performance-based approach, the FLETC consummated the “build-lease” arrangement as operating leases. The FLETC used an income analysis method and the prevailing Treasury discount rate during the review of proposals to compute fair market value and net present value of the total net lease payments, respectively, to satisfy the 90 percent operational lease test requirement.

Pending a formal determination and resolution as to whether the above “build-lease” arrangements are either capital or operating leases in accordance with the budget scoring criteria set forth in OMB Circular A-11, the FLETC has opted to disclose the “build-lease” arrangement and record \$60 million, the remaining net present value of the net lease payments for the three facilities, as contingent liabilities. The FLETC recorded no obligation in FY 2004.

OPERATING LEASES

A. FLETC as a Lessee



FLETC leases various facilities under leases accounted for as operating leases. The leased facilities consist of an office in Washington, DC, leased from the General Services Administration and a warehouse in Glynco, GA leased commercially. The lease expenses under these arrangements in future years are as follows (in thousands):

	<u>Year</u>	<u>Amount</u>
Land and Building	1 (2005)	\$315
	2 (2006)	315
	3 (2007)	315
	4 (2008)	315
	5 (2009)	315
	After 5 Years	4,608
Total Future Payment		\$6,183

B. FLETC as a Lessor

The FLETC purchased a 20-acre parcel of real property in Brunswick, Georgia, in FY 2003, that has an irrevocable 50-year lease for a communications tower by SBA Properties, Inc. The lease is for an initial term of five years and renews up to ten additional terms of five years each, unless the lessee notifies the FLETC of its intent of non-renewal. The lease payment for the first five years is \$800 monthly or \$9,600 annually and increases by 15% with the sixth year and every fifth year thereafter (in thousands):

	<u>Year</u>	<u>Amount</u>
Communications Tower	1 (2005)	\$10
	2 (2006)	10
	3 (2007)	10
	4 (2008)	11
	5 (2009)	11
After 5 Years		474
Total Future Payment		<u>\$526</u>

NOTE 9: ENVIRONMENTAL CLEAN-UP LIABILITY

The FLETC has recorded a \$2.6 million environmental clean-up cost liability for the four outdoor firearms dirt ranges at Glynco, GA, due to lead contamination. The clean-up requirements for the firearms ranges are governed by the State of Georgia Hazardous Waste Management Act (O.C.G.A. Section 12.8.60). The FLETC tentatively plans to close the four outdoor ranges as soon as two other indoor firearms ranges are completely renovated.

Financial Information

NOTE 10: NET POSITION

Cumulative results of operations is the net difference between (1) expenses and losses and (2) financing sources, including appropriated capitals used, revenues, and gains, since the inception of the entity. Unexpended appropriations represent the amount of spending authorized as of year-end that is unliquidated or unobligated and had not lapsed, been rescinded, or been withdrawn. No-year appropriations remain available for obligation until expended. Annual appropriations remain available for upward or downward adjustment of obligations until expired.

NOTE 11: STATEMENT OF NET COST

The FLETC programs link to the DHS strategic goals. Net costs for the relevant DHS strategic goals are as follows (in thousands):

PROGRAM	DHS STRATEGIC GOALS				TOTAL
	AWARENESS	PREVENTION	PROTECTION	ORGANIZATIONAL EXCELLENCE	
Accreditation					
Gross Cost	\$ -	\$ -	\$ -	\$ 1,158	\$ 1,158
Net Cost	-	-	-	1,158	1,158
Construction and Improvement					
Gross Cost	1,474	6,634	6,634	-	14,742
Less: Earned Revenue	(120)	(539)	(539)	-	(1,198)
Net Cost	1,354	6,095	6,095	-	13,544
Federal Law Enforcement Training					
Gross Cost	20,013	90,058	90,058	-	200,129
Less: Earned Revenue	(5,579)	(25,107)	(25,107)	-	(55,793)
Net Cost	14,434	64,951	64,951	-	144,336
International Law Enforcement Training					
Gross Cost	804	1,609	804	-	3,217
Less: Earned Revenue	(299)	(599)	(299)	-	(1,197)
Net Cost	505	1,010	505	-	2,020
State & Local Law Enforcement Training					
Gross Cost	2,796	4,660	1,864	-	9,320
Less: Earned Revenue	(335)	(558)	(223)	-	(1,116)
Net Cost	2,461	4,102	1,641	-	8,204
Total Net Cost of Operations					
Gross Cost	25,087	102,961	99,360	1,158	228,566
Less: Earned Revenue	(6,333)	(26,803)	(26,168)	-	(59,304)
Net Cost	\$ 18,754	\$ 76,158	\$ 73,192	\$ 1,158	\$ 169,262



The breakdown of program expenses by budget object class for the year that ended September 30, 2004, consists of the following (in thousands):

PROGRAM EXPENSES □	
Personnel Compensation	\$75,275
Personnel Benefits	17,378
Travel and Transportation of Persons	6,772
Transportation of Things	790
Rent, Communication and Utilities	8,844
Printing and Reproduction	968
Services	63,534
Supplies and Materials	13,664
Equipment (Non-capitalized)	13,984
Minor Maintenance	2,737
Disposition of Assets	14
Depreciation and Maintenance	17,202
Bad Debts Expense	1
Claims and Indemnities	(381)
Imputed Cost	7,635
Interest	<u>149</u>
Subtotal	<u>\$228,566</u>

NOTE 12: STATEMENT OF BUDGETARY RESOURCES

As of September 30, 2004, budgetary resources obligated for undelivered orders total \$72.1 million. The FLETC did not have any borrowing or contract authority, and did not have any repayment requirements, financing sources for repayments, or any other terms of borrowing authority used.

Adjustments to budgetary resources available on October 1, 2003, consists of the following (in thousands):

	<u>2004</u>
Recoveries	\$16,822
Cancellation of expired and no-year accounts	(2,078)
Enacted rescissions of prior year balanced	0
Permanently not available PL 105-61	(1,138)
Net Transfers, current year authority realized	<u>0</u>
Total	<u>\$13,606</u>

Financial Information

Custodial Financial Statements

Department of Homeland Security
FEDERAL LAW ENFORCEMENT TRAINING CENTER
STATEMENTS OF CUSTODIAL ACTIVITY

For the Year Ended September 30, 2004 and the Seven Months Ended September 30, 2003
(Dollars in Thousands)

	<u>2004</u>	<u>2003</u>
SOURCES OF CUSTODIAL REVENUE & COLLECTIONS (Note 1)		
REVENUE RECEIVED		
Fines, Penalties, Interest & Other Revenue	<u>\$ 20</u>	<u>\$16</u>
TOTAL REVENUE RECEIVED	<u>\$ 20</u>	<u>\$16</u>
NET REVENUE RECEIVED	<u>\$ 20</u>	<u>\$16</u>
TOTAL REVENUE	<u>\$ 20</u>	<u>\$16</u>
DISPOSITION OF CUSTODIAL REVENUE & COLLECTIONS		
Amounts Provided to Fund the Federal Government	<u>\$ 20</u>	<u>\$16</u>
TOTAL DISPOSITION OF CUSTODIAL REVENUE & COLLECTIONS	<u>\$ 20</u>	<u>\$16</u>
NET CUSTODIAL REVENUE ACTIVITY	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

See Accountant's Compilation Report



Notes To The Custodial Financial Statements

NOTE 1: BASIS OF ACCOUNTING

The Statement of Custodial Activity reports collections of miscellaneous receipts using the cash basis of accounting; i.e., when remittance is received. Revenue disposition is also reported on a cash basis.





Vice President Richard Cheney and Secretary Michael Chertoff address students, faculty and staff during a visit to the Federal Law Enforcement Training Center in Glynco, Georgia on May 2, 2005

U.S. Department of Homeland Security
Federal Law Enforcement Training Center



Homeland Security

Part IV Supplemental Information

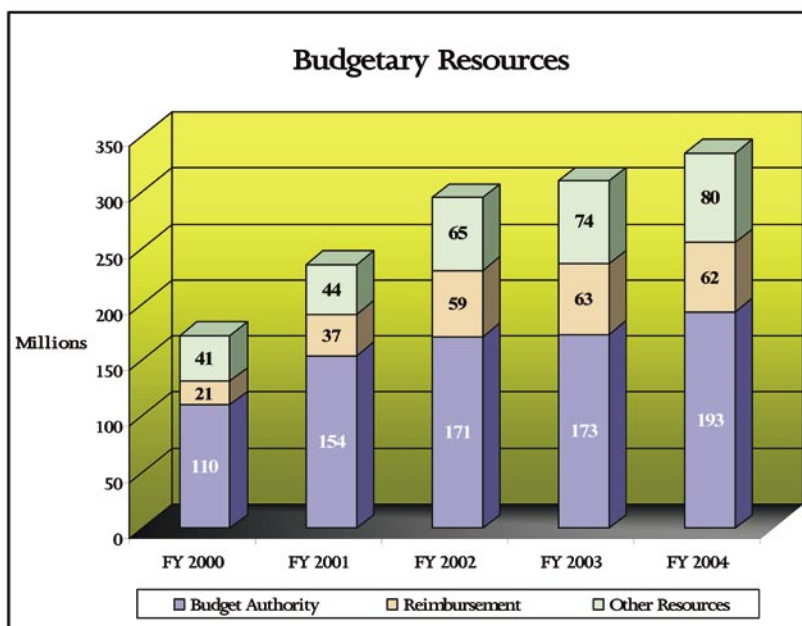
Fiscal Year 2004

Supplemental Information

Financial Resources and Key Indicators

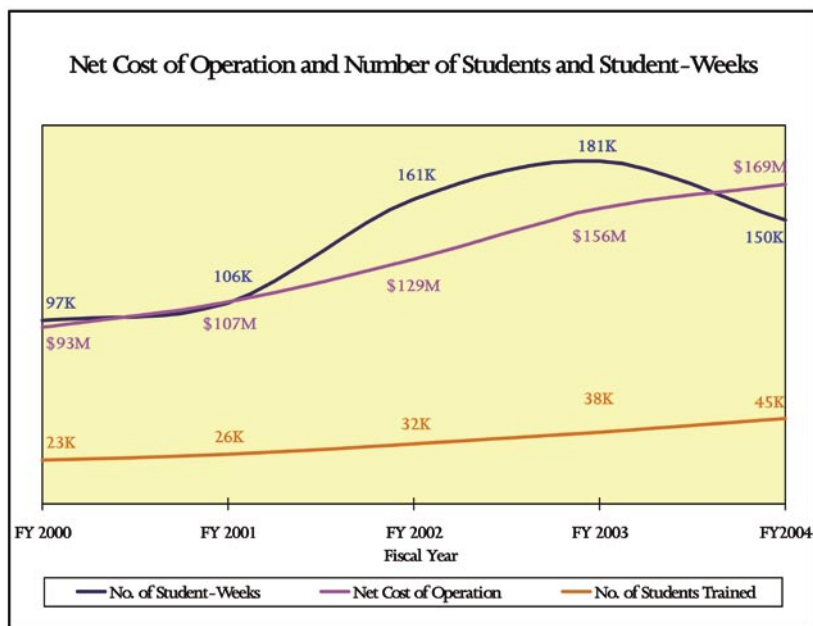
Budgetary Resources

The FLETC's budgetary resources continue to grow. Budgetary resources consist of the budget authority or annual appropriation, reimbursement for training services, and other resources comprised primarily of carryover funds for multi-year and no-year appropriations. The increase in budgetary resources for the past three years is attributed to FLETC's additional appropriation and increase in earned reimbursement for training from partner organizations.



Net Cost of Operations

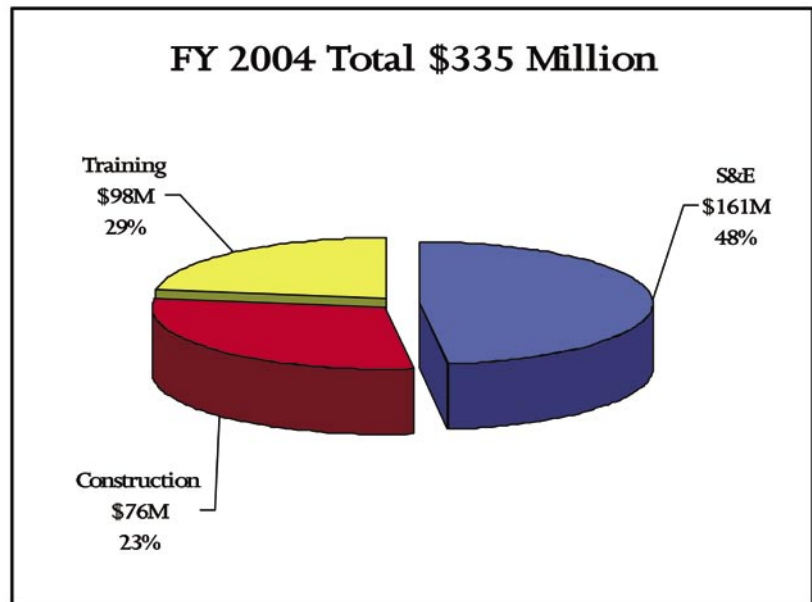
The FY 2004 net cost of operation increased by 8% or \$13 million from last fiscal year. The number of students trained and number of student-weeks increased by 19% or 7,000 students and decreased by 17% or 31,000 student-weeks, respectively, from FY 2003. The average length of training and cost per student was three weeks and \$4,000, respectively.





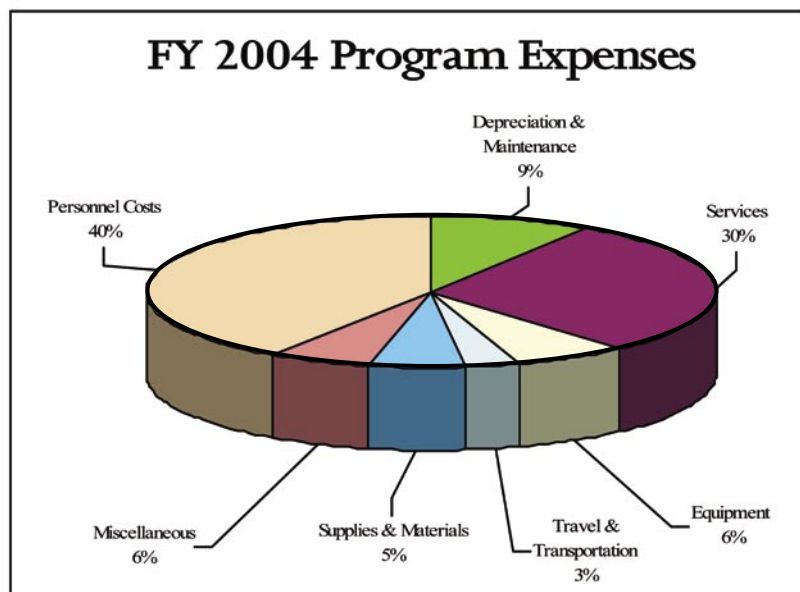
Category of Funds

Of the \$335 million total budgetary resources in FY 2004, 48% or \$161 million was earmarked for salaries and expenses; 29 % or \$98 million for training; and 23% or \$76 million for construction.



Program Expenses

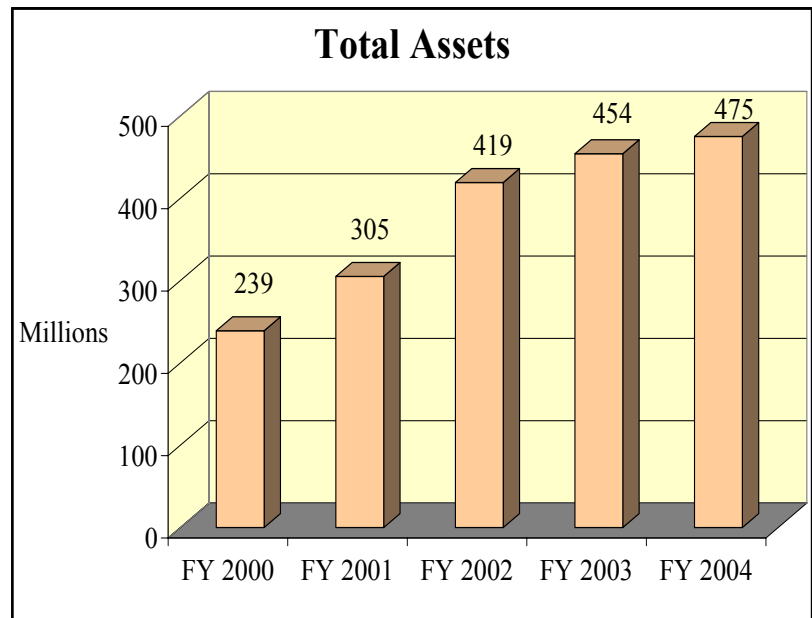
Of the \$229 million gross program expenses in FY 2004, 40% or \$89 million was spent on personnel compensation and benefits, an increase of 25% from last year primarily due to the hiring of additional law enforcement instructors. Also, 30% or \$65 million was spent on services to support the additional training during FY 2004.



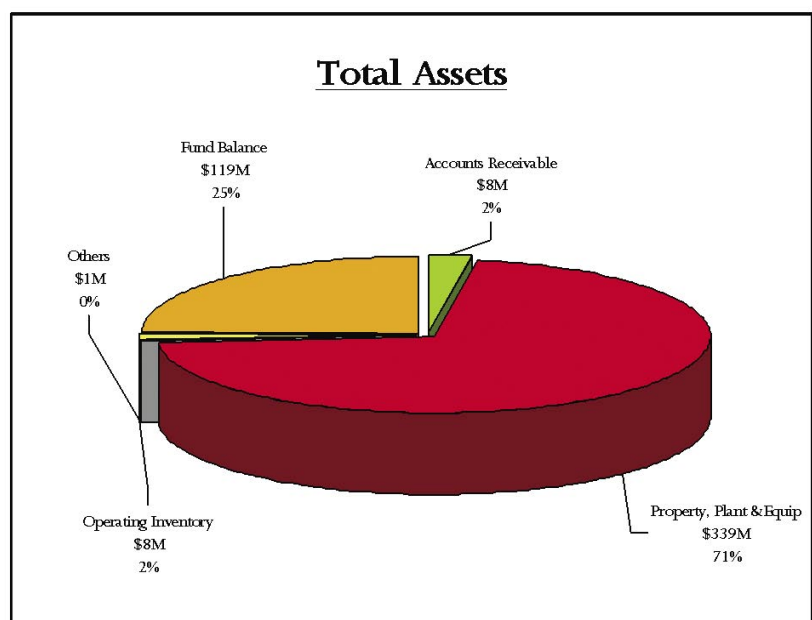
Supplemental Information

Assets

As of September 30, 2004, the value of the FLETC's total assets is \$475 million, an increase of 5% or \$21 million from FY 2003, largely attributed to the additional capitalization of real properties.



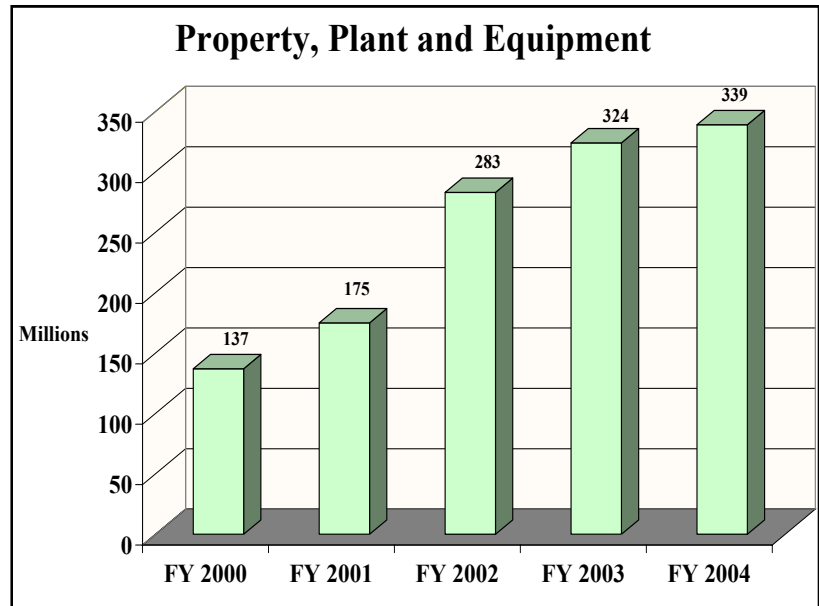
The majority of the FLETC's assets are \$339 million plant, property, and equipment (PP&E) and \$119 million fund balance as of September 30, 2004.



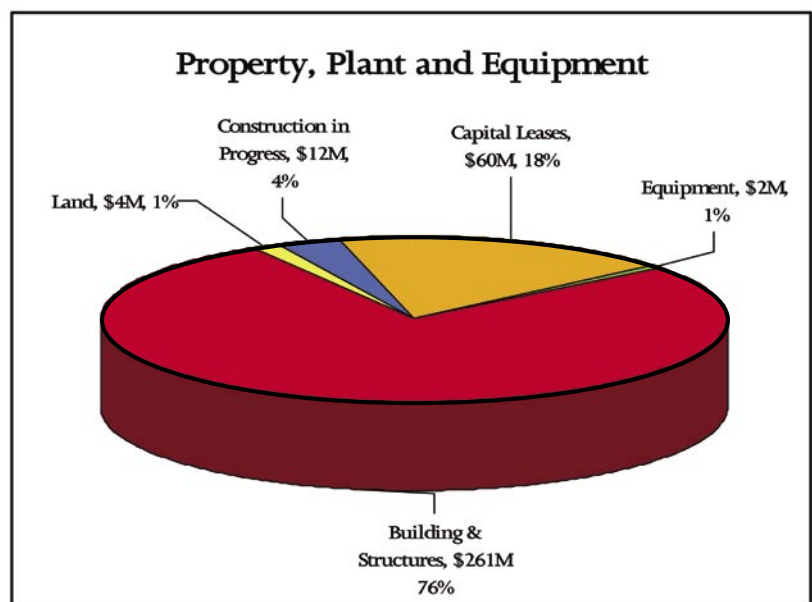


Property, Plant, and Equipment

The value of the FLETC's property, plant and equipment (PP&E) is \$339 million as of September 30, 2004, an increase of 5% or \$15 million from FY 2003, primarily due to the ongoing facility construction and building renovation in Cheltenham, MD.



The majority of the FLETC's PP&E accounts are buildings and structures with net book value of \$261 million. 66% or \$173M, 19% or \$49M, and 15% or \$39M, are located in Glynco, GA, Artesia, NM, and Cheltenham, MD, respectively.



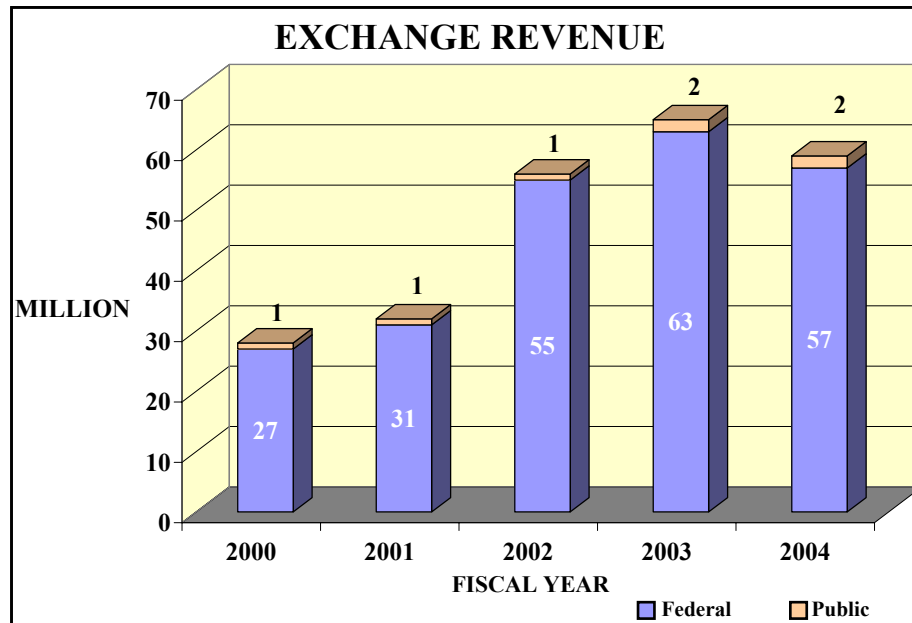
Supplemental Information

Exchange Revenue

Pursuant to the OMB/Treasury/FLETC funding policy that was approved in FY 1987, the FLETC finances the direct cost of basic training while the partner organizations pay for the cost of travel, en route per diem, and reimburse the FLETC for actual costs of meals and lodging. The direct cost of basic training includes items such as the following:

- Utilities/janitorial services for classrooms
- Printed materials
- Role players
- Support contracts
- Ammunition
- Materials and supplies

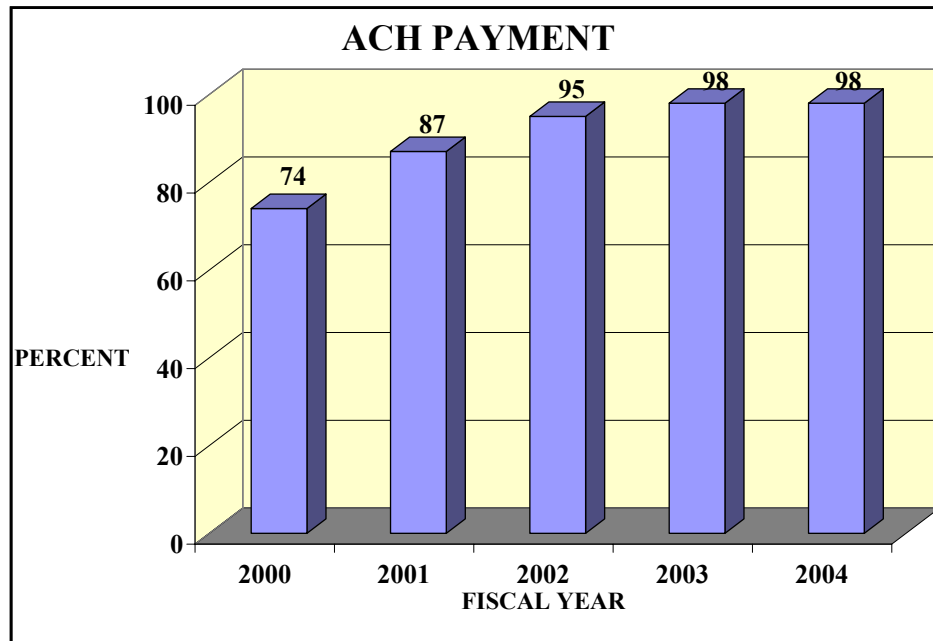
In addition to the travel, meal and lodging costs, the partner organizations reimburse the FLETC for any variable costs incurred in the advanced training courses. State and local agencies normally pay for the actual costs of training.



For FY 2004, the total exchange revenue amounted to \$59 million of which \$57 million and \$2 million were derived from Federal and State and local agencies, respectively. The exchange revenue decreased by 9% or \$6 million from FY 2003, primarily attributed to the partner organizations' reduction in reimbursement for advance training courses.



Automated Clearing House (ACH) Vendor Payments



ACH vendor payments have been maximized in FY 2004. ACH is an expeditious, cost-effective payment method that enhances accuracy and customer service to vendors.



All-Terrain Vehicle Obstacle Course Training

Supplemental Information

FLETC PARTNER ORGANIZATIONS

3 Branches of Government

31 Member Departments and Independent Agencies

81 Partner Organizations

EXECUTIVE BRANCH:

Agency for International Development	Office of the Inspector General
Agriculture	U.S. Forest Service Office of the Inspector General
Central Intelligence Agency	Office of the Inspector General Office of Security
Commerce	Bureau of Industry and Security National Institute of Standards and Technology National Marine Fisheries Service Office of the Inspector General Office of Security
Defense	Air Force Office of Special Investigations Defense Criminal Investigative Service Defense Logistics Agency National Security Agency Naval Criminal Investigative Service Office of the Inspector General Pentagon Force Protection Agency
Education	Office of the Inspector General
Energy	Office of the Inspector General
Environmental Protection Agency	Criminal Investigations Division Office of the Inspector General
Federal Deposit Insurance Corporation	Office of the Inspector General
General Services Administration	Office of the Inspector General
Health and Human Services	Food and Drug Administration



	National Institutes of Health Office of the Inspector General
Homeland Security	Citizenship and Inspection Services Customs and Border Protection Federal Air Marshals Federal Emergency Management Agency Office of the Inspector General Federal Emergency Management Agency Office of Safety and Security Federal Protective Service Immigration and Customs Enforcement Office of the Inspector General Transportation Security Administration U.S. Border Patrol U.S. Coast Guard U.S. Secret Service
Housing and Urban Development	Office of the Inspector General
Interior	Bureau of Indian Affairs Bureau of Land Management Bureau of Reclamation Fish and Wildlife Service National Park Service Office of the Inspector General Office of Surface Mining, Reclamation and Enforcement U.S. Park Police
Justice	Bureau of Alcohol, Tobacco and Firearms Federal Bureau of Prisons Office of the Inspector General U.S. Marshals Service
Labor	Office of the Inspector General
National Aeronautics and Space Administration	Office of the Inspector General
National Railroad Passenger Corporation	Amtrak Police
Nuclear Regulatory Commission	Office of the Inspector General
Office of Personnel Management	Office of the Inspector General

Supplemental Information

Railroad Retirement Board	Office of the Inspector General
Small Business Administration	Office of the Inspector General
Smithsonian Institute	National Zoological Park Office of Protection Services
Social Security Administration	Office of the Inspector General
State	Bureau of Diplomatic Security Office of the Inspector General
Tennessee Valley Authority	Office of the Inspector General TVA Police
Transportation	Office of the Inspector General
Treasury	Bureau of Engraving and Printing Financial Crimes Enforcement Network Internal Revenue Service Criminal Investigations Division Office of the Inspector General Treasury Inspector General for Tax Administration U.S. Mint
U.S. Postal Service	Office of the Inspector General Postal Inspection Service-Postal Police
Veterans Affairs	Office of the Inspector General
JUDICIAL BRANCH:	
U.S. Courts	Office of Probation and Pretrial Services Supreme Court Police
LEGISLATIVE BRANCH:	
U.S. Congress	Library of Congress Police Office of the Inspector General Office of Security U.S. Capitol Police



Principle Officials of the FLETC

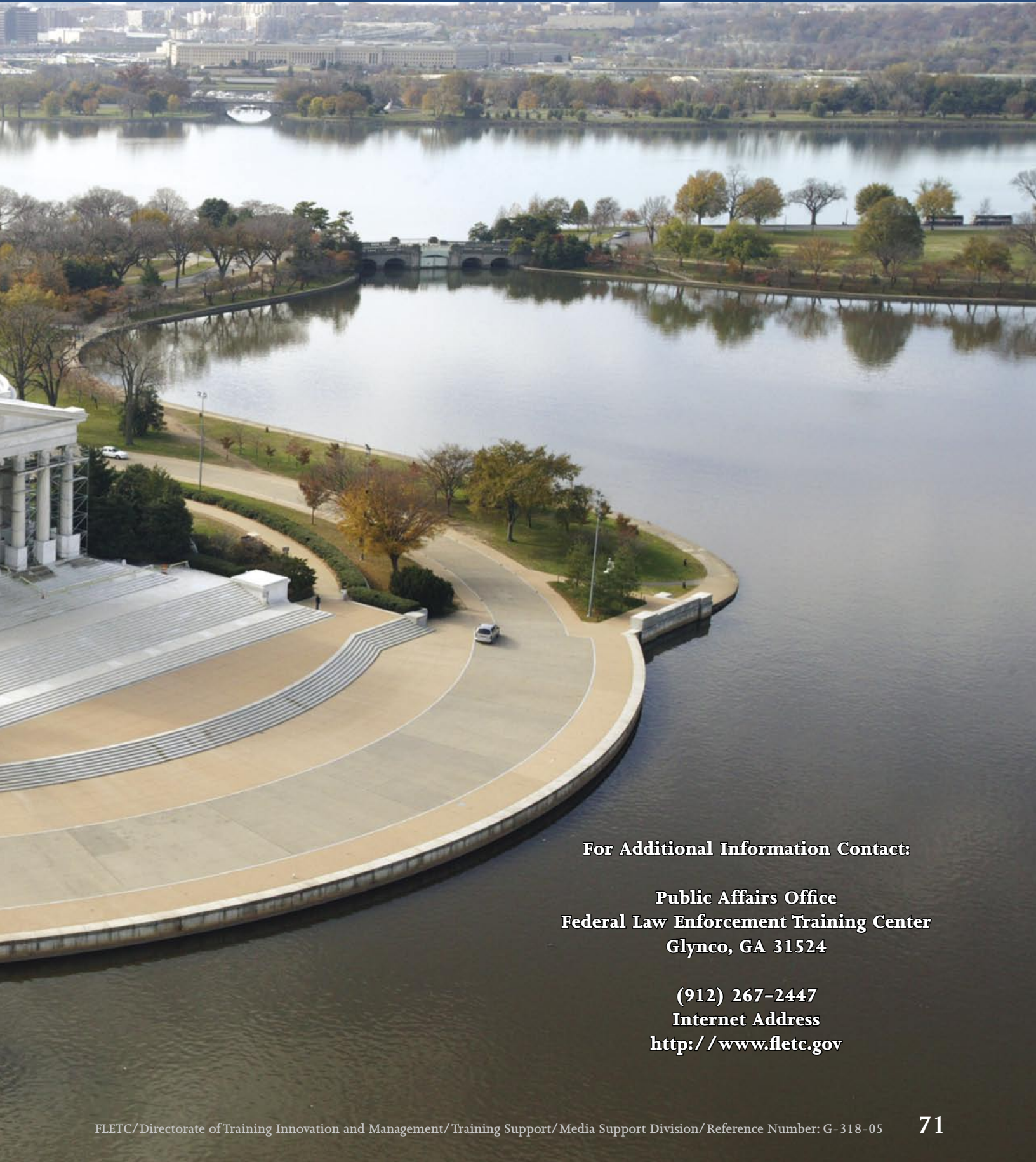
Director.....	Connie L. Patrick
Chief of Staff.....	Jane C. Titus
Chief Counsel.....	Willis C. Hunter
Public Affairs Officer.....	Peggy D. Dixon
Senior Associate Director, Washington Operations.....	John C. Dooher
Assistant Director - Chief Financial Officer.....	Alan L. Titus
Deputy Director.....	D. Kenneth Keene
Assistant Director, Training.....	Bruce J. Bowen
Deputy Assistant Director, Training Operations.....	Bradley W. Smith
Deputy Assistant Director, Training Applications.....	Marie R. Bauer
Assistant Director, Training Innovation and Management.....	Michael R. Hanneld
Deputy Assistant Director, Training Management.....	Robert Ray
Deputy Assistant Director, Training Support.....	Robert S. Gray
Assistant Director, Field Training	George R. Havens
Deputy Assistant Director, Artesia Operations.....	Joseph W. Wright
Deputy Assistant Director, State and Local Law Enforcement Training.....	Stanley Moran
Deputy Assistant Director, International Training.....	Hobart M. Henson
Deputy Assistant Director, Charleston Operations.....	Eugene L. Coon
Deputy Assistant Director, Cheltenham Operations.....	Robert A. Smith
Assistant Director, Administration	Cynthia J. Atwood
Deputy Assistant Director, Assets Management	Gregory G. Carver
Deputy Assistant Director, Facilities Management.....	Paul H. Magalski
Assistant Director - Chief Information Officer.....	Sandra H. Peavy
Deputy Assistant Director, Chief Information Officer.....	Raymond Barnett



Thomas Jefferson Memorial
Washington, DC
(Photograph taken during filming of a video production for FLETC, Cheltenham Operations)



Homeland Security



For Additional Information Contact:

**Public Affairs Office
Federal Law Enforcement Training Center
Glynco, GA 31524**

**(912) 267-2447
Internet Address
<http://www.fletc.gov>**



Federal Law Enforcement Peace Officers Memorial
Federal Law Enforcement Training Center, Glynco, Georgia

Federal Law Enforcement Training Center
U. S. Department of Homeland Security
1131 Chapel Crossing Road
Glynco, Georgia 31524
www.fletc.gov



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